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Programme budget for the biennium 2006-2007

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations

Budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008, which amounts to $254,500,100 and provides for: 819 continuing posts and a net increase of 495 new posts, representing the re-establishment of 88 posts approved for the Office of Internal Oversight Services in 2005/06 and converted to general temporary assistance in the current period; the net transfer of seven posts from the regular budget to the support account as part of the restructuring of the Department of Peacekeeping Operations; and the proposed addition of 400 new support account posts.

Financial resources

(Thousands of United States dollars. Budget period is from 1 July to 30 June.)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	107 745.7	110 171.2	172 886.5	62 715.3	56.9
II. Non-post resources					
General temporary assistance	4 134.9	31 634.5	10 967.6	(20 666.9)	(65.3)
Consultants	1 638.2	4 665.9	5 661.9	996.0	21.3
Official travel	5 482.1	11 201.3	12 572.1	1 370.8	12.2
Facilities and infrastructure	9 202.0	14 441.1	27 297.0	12 855.9	89.0
Communications	1 350.9	1 597.6	2 383.9	786.3	49.2
Information technology	5 198.6	12 572.4	19 547.0	6 974.6	55.5
Medical	97.0	102.1	310.8	208.7	204.4
Other supplies, services and equipment	1 138.9	2 631.3	2 873.3	242.2	9.2
Subtotal II	**28 242.5**	**78 846.2**	**81 613.6**	**2 767.4**	**3.5**
Total I and II	**135 988.2**	**189 017.4**	**254 500.1**	**65 482.7**	**34.6**
Staff assessment income	16 718.0	18 734.2	25 089.8	6 355.6	31.7
Net requirements	**119 270.2**	**170 283.2**	**229 410.3**	**59 127.1**	**35.0**

Human resources

	2007/08						
Category	Approved 2006/07 (1)	Re-established posts[a] (2)	Transfers to/from regular budget (3)	New posts (4)	Change (5)=(2)+(3)+(4)	Total proposed 2007/08 (6)=(1)+(5)	Rejustified (7)
Professional and above							
Under-Secretary-General	—	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—	—
D-2	5	—	—	4	4	9	—
D-1	15	2	—	9	11	26	—
P-5	55	10	—	50	60	115	—
P-4	230	29	4	110	143	373	—
P-3	197	22	2	95	119	316	—
P-2/P-1	21	—	—	8	8	29	—
Subtotal	**523**	**63**	**6**	**276**	**345**	**868**	—
General Service and other							
Principal level	25	1	—	1	2	27	—
Other level	268	24	1	123	148	416	—
Security Service	3	—	—	—	—	3	—
Subtotal	**296**	**25**	**1**	**124**	**150**	**446**	—
Total	**819**	**88**	**7**	**400**	**495**	**1 314**	—

[a] OIOS positions approved under general temporary assistance for 2006/07.

The action to be taken by the General Assembly is set out in section V of the comprehensive report (A/61/858).

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Abbreviations*

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMIS	African Union Mission in the Sudan
ASG	Assistant Secretary-General
AU	African Union
BINUB	United Nations Integrated Office in Burundi
BOA	Board of Auditors
CAO	Chief Administrative Officer
COE	contingent-owned equipment
DAC	Development Assistance Committee
DDR	disarmament, demobilization and reintegration
DfID	Department for International Development
DFS	Department of Field Support
DM	Department of Management
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
EBA	enterprise budget application
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ECM	enterprise content management
ECOWAS	Economic Community of West African States
EFMS	electronic fuel management system
EOSG	Executive Office of the Secretary-General
ERP	enterprise resource planning
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
e-STARS	electronic storage, tracking, archival and retrieval system
EU	European Union
FGS	Force Generation Service
FPMS	field personnel management system

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* Owing to the length of the present report and the amount of technical detail provided, the list includes a number of abbreviations not normally used in United Nations documents.

FPU	formed police unit
FSO	Field Service Officer
GS	General Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
HCC	Headquarters Committee on Contracts
HPS	Headquarters Procurement Section
ICC	International Computing Centre
ICT	information and communications technology
ICTD	Information and Communications Technology Division
IT	information technology
IMF	International Monetary Fund
IMIS	Integrated Management Information System
ISS	Integrated Support Services
LAN	local-area network
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MINUTAC	United Nations Mission in Chad and the Central African Republic
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	national General Service
OCSS	Office of Central Support Services
ODS	Official Document System
OECD	Organization for Economic Cooperation and Development
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OLC	Office of the Legal Counsel
OMA	Office of the Military Adviser
OMS	Office of Mission Support
ONUB	United Nations Operation in Burundi
OO	Office of Operations

OPPBA	Office of Programme Planning, Budget and Accounts
OSD	Operational Services Division
OUSG	Office of the Under-Secretary-General
PABX	private automatic branch exchange
PAS	Performance Appraisal System
PBPS	Peacekeeping Best Practices Section
PBSO	Peacebuilding Support Office
PFD	Peacekeeping Financing Division
PMSS	Personnel Management and Support Service
PMSTARS	Police and Military Staff Travel and Rotation System
POSS	Peacekeeping Operations Support Service
SAN	storage area network
SDS	strategic deployment stocks
SHIRBRIG	Standby High-Readiness Brigade
SMART	Senior Mission Administrative Resource Training
SRSG	Special Representative of the Secretary-General
SSR	security sector reform
SWIFT	Society for Worldwide Interbank Financial Telecommunication
TTS	Travel and Transportation Section
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste

UNMO	United Nations military observer
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOG	United Nations Office at Geneva
UNOGBIS	United Nations Peace-building Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNON	United Nations Office at Nairobi
UNOTIL	United Nations Office in Timor-Leste
UNOV	United Nations Office at Vienna
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNSAS	United Nations Standby Arrangements System
UNSMA	United Nations Special Mission to Afghanistan
UNTAET	United Nations Transitional Administration in East Timor
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization
UNV	United Nations Volunteer
USG	Under-Secretary-General
WAN	wide-area network

I. Introduction

A. Proposed resource requirements for the period from 1 July 2007 to 30 June 2008

1. The General Assembly, in its resolution 61/256 on strengthening the capacity of the Organization in peacekeeping operations, affirmed its support for the restructuring of the Department of Peacekeeping Operations, including the establishment of a Department of Field Support.

2. In paragraph 3 of resolution 61/256, the General Assembly requested the Secretary-General to submit a comprehensive report elaborating on the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support, including functions, budgetary discipline and full financial implications, taking into account, inter alia, the recommendations contained in the report of the Office of Internal Oversight Services on the audit of the management structures of the Department of Peacekeeping Operations (A/61/743), for the consideration of and decision by the Assembly during its sixty-first session.

3. The present report provides the proposed resources for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008, which amount to $254,500,100, and provides for 819 continuing posts, a net increase of 495 posts, including the re-establishment of 88 posts approved for the Office of Internal Oversight Services in 2005/06 but converted to general temporary assistance in 2006/07.

4. The increase of 495 posts are proposed for establishment in the seven Departments/Offices identified below.

1. Department of Peacekeeping Operations

5. Out of the total of 166 new support account posts, 162 are new posts while 4 posts (net) are proposed to be transferred from section 5, Peacekeeping operations, of the programme budget for the biennium 2008-2009, to be funded under the support account for the period 2007/08.

2. Department of Field Support

6. Of the 166 new support account posts, 123 are new, while 3 are proposed to be transferred from section 5, Peacekeeping operations, of the programme budget for the biennium 2008-2009, to be funded under the support account for the period 2007/08, and a total of 40 posts are proposed to be transferred from the Department of Management to the Department of Field Support.

3. Department of Management

7. The Department of Management is proposing to establish a total of 28 new posts in 2007/08, comprising the following:

(a) Office of Programme Planning, Budget and Accounts: a total of 19 new posts, reflecting 17 posts (3 P-4, 2 P-3, 12 GS (OL)) in the Accounts Division, one post (P-4) in the Treasury and one post (1 P-4) in the new Financial Information Operation Service;

(b) Office of Human Resources Management: a total of two new posts (1 P-4, 1 GS (OL)) in the Medical Services Division;

(c) Office of Central Support Services: a total of five new posts, reflecting two posts (2 GS (OL)) in Facilities Management Division, one post, (1 P-3) in Information Technology Services Division and two posts (1 P-5, 1 P-4) in Procurement Division.

8. A total of 42 posts are proposed to be transferred from the Department of Management:

(a) Office of the Under-Secretary-General: transfer of two posts (1 P-4, 1 GS (OL)) to the Executive Office of the Secretary-General;

(b) Office of Central Support Services: transfer of five posts (1 P-2, 4 GS (PL)) from the Information Technology Services Division and 35 posts (1 D-1, 3 P-5, 9 P-4, 12 P-3, 2 P-2 and 8 GS (OL)) from the Procurement Division to the Department of Field Support.

4. Office of Internal Oversight Services

9. The Office of Internal Oversight Services is seeking to establish a total of 165 posts as set out below:

(a) The re-establishment of 88 continuing posts that were approved in the fiscal year 2005/06 that have been funded through the provision of general temporary assistance in the fiscal year 2006/07;

(b) The establishment of 77 new posts reflecting two posts (2 GS (OL)) for the Executive Office, four posts (2 P-4, 1 P-3, 1 P-2) for the Internal Evaluation Division, 45 posts (5 P-4, 27 P-3, 6 GS (OL), 7 NGS) for the Investigation Division and 26 posts (8 P-4, 6 P-3, 9 GS (OL), 3 NGS) for the Internal Audit Division, including resident auditors in the peacekeeping missions.

5. Office of Legal Affairs

10. Four new posts (1 P-5, 1 P-4, 1 P-3, 1 GS (OL)) are being proposed in order to provide the needed capacity in the Office of the Legal Council and the Office of the Under-Secretary-General to respond to the requirements of peacekeeping-related legal issues.

6. Department of Public Information

11. The Department proposes two new support account posts (1 P-2, 1 GS (OL)) to provide support to UNifeed in the radio and television services.

7. Department of Safety and Security

12. A total of six new posts (2 P-4, 4 P-3) are proposed to provide the needed backstopping to peacekeeping operations required by the Peacekeeping Operations Support Service.

13. The total number of posts by grade and Department are shown in chapter II below.

14. With regard to non-post resources, a total of $81,613,600, reflecting an increase of $2,767,400 over the resources approved for the fiscal period 2006/07, is requested for general temporary assistance, consultants, travel, communications, information technology (IT), facilities and infrastructure, medical and other supplies and equipment.

15. In reviewing the resource requirements under the 2007/08 support account, all Departments have carefully analysed their needs and reviewed their requirements within the totality of approved resources. The request for additional capacity resulted from the Departments having analysed and redeployed spare capacity created by the downsizing or liquidation of missions to support expanding missions, functional areas that need strengthening and areas that have not been resourced.

16. The identification of these additional requirements follows an extensive review of the existing post and non-post resources, the redeployment of resources supporting closed and/or downsizing missions and changes in the complexity of missions. Without these proposed additional resources, the Departments will not be able to provide the level of managerial direction and operational support that the missions require in the implementation of mandates approved by the Security Council.

17. The planned progress for the financial period 2007/08 is further elaborated by the indicators of achievement in the results-based frameworks for each Department with support account resources (presented in chap. II below).

B. Analysis of resource requirements

18. The increase of $65.5 million, representing a 34.6 per cent increase over resources approved for 2006/07, is mainly due to the requirement for 495 additional posts, including the re-establishment of 88 continuing posts in the Office of Internal Oversight Services, and to a net increase of $2.8 million in non-post resources.

19. The increase in facilities and infrastructure is directly associated with the proposed new posts relating to the requirements for rental of premises and renovations.

20. The increase in travel requirements is primarily attributable to the increase in travel by Headquarters staff in the Department of Peacekeeping Operations and the proposed Department of Field Support to peacekeeping missions in support of monitoring, provision of guidance and training activities.

21. Provisions for consultants have been made for the following Departments:

(a) Department of Peacekeeping Operations and the Department of Field Support for the review of substantive areas that are of critical concern to the Organization and that would have an impact on the overall effective management of peacekeeping operations, for example, review of fuel operations, business model review of rations, independent review of the vehicle systems contract, standardization of engineering material products, independent reports on the state of the rule of law in countries with peacekeeping operations, using the United Nations

Rule of Law Index, which is in the process of being developed, and study of the conditions of service and software development projects, including Nucleus;

(b) Department of Management for services related to the financial disclosure programme, configuration of and training related to the introduction of new software systems, for example the Enterprise Budgeting Application, an electronic United Nations laissez-passer management system, the configuration and design of a new e-staffing system, documentation of financial systems, development of the Sun System/Chase interface, design of a repository for human resources information management practices and review of industry specific best practices in procurement.

22. The increase in requirements under information technology is primarily attributable to provision to the Department of Peacekeeping Operations and the Department of Field Support for: the maintenance of information technology equipment at standard rates (standard level agreement); the acquisition of standard equipment, including replacement of desktop computers, laptop computers and network printers; and the acquisition of information technology equipment, including disk storage space, special cell centre equipment and network security devices for encryption. In addition, provision is made for: the e-staffing system project; the purchase of a variety of software packages, including the content management, document publishing and web/portfolio design software; and the renewal of existing software licences and the purchase of new ones owing to the increase in personnel. External contractual information technology services are also requested for: helpdesk support; network support for continuous data and voice communications between Headquarters and field missions; application support at the Tier 3 level for all Lotus Notes applications; disaster recovery and business continuity support; videoconferencing support; Galaxy Tiers 1, 2 and 3 maintenance; and support and enhancement of existing systems and websites.

23. The increases in information technology in the other Departments is primarily due to the purchase of workstations for the new posts requested and the provision for the peacekeeping share of central information technology infrastructure costs, which was charged to the regular budget in previous biennia. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, Departmental servers and backup.

24. The requirements under general temporary assistance is to ensure that the various Departments have the required capacity to provide effective support of possible new operations, to clear the backlog and to continue to provide the services related to ongoing workload related to sexual exploitation and abuse.

C. Analysis of consultancy requirements

25. The table below shows the budgetary levels for consultants from 2002/03 to 2007/08. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis based primarily on: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by the Office of Internal Oversight Services and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based budgeting framework; and (d) cases

where in-house expertise is not available, particularly with regard to information systems expertise.

Budgetary provision under consultants

(Thousands of United States dollars)

	2002/03 approved	*2004/05 approved*	*2005/06 approved*	*2006/07 approved*	*2007/08 proposed*	***Five-year average***
Consultancies	1 087	1 441	1 768	4 666	5 662	**3 912**
Increase	*0.0%*	*32.6%*	*22.7%*	*163.9%*	*21.3%*	***60.1%***
Support account total	112 076	121 610	146 935	189 017	254 500	**164 828**
Increase	*0.0%*	*8.5%*	*20.8%*	*28.6%*	*34.6%*	***23.2%***
Consultancies	1.0%	1.2%	1.2%	2.5%	2.2%	**2.4%**

D. Results-based budgeting

26. The principles of results-based budgeting, using a logical framework that defines and links objectives, expected accomplishments, outputs and inputs, have been applied. The expected accomplishments have been reviewed and revised accordingly.

E. Budget parameters

Posts

27. The 2006-2007 and 2008-2009 standard salary costs for New York have been applied to all posts at United Nations Headquarters and the 2006-2007 and 2008-2009 standard salary costs for Vienna and Nairobi have been applied to posts at the regional investigation hubs in Vienna and Nairobi, respectively. A staff turnover factor of 5 per cent has been applied to all continuing professional posts and 1.5 per cent to the General Service and related categories. For new posts, a delayed recruitment factor of 50 per cent and 35 per cent has been applied to Professional and General Service and other level posts, respectively. However, for the Office of Internal Oversight Services, a 25 per cent staff turnover factor has been applied to continuing professional posts and a 50 per cent delayed recruitment factor has been applied to new posts.

28. A 50 per cent delayed recruitment factor has been applied to new requests for general temporary assistance positions of 12 months duration.

29. With regard to the Resident Auditor and Resident Investigator posts in peacekeeping missions, the relevant mission-specific salary costs by category and grade level and turnover factors based on past performance have been applied.

Non-post resources

30. Following the report of the Office of Internal Oversight Services on the audit of the standard costs applied to Headquarters overhead (A/60/682), the Secretariat has reviewed the standard costs and has, to the extent possible, applied the revised

rates in the formulation of the requirements under recurrent costs such as office supplies and equipment, commercial communication costs (fax and telephone charges) and service-level agreements for information technology maintenance and under non-recurrent costs such as the purchase of furniture and office equipment, including computers, and alterations/improvements for newly proposed posts in the 2007/08 budget.

31. Based on the current market rate for commercial space, it is estimated that the rental rate of $12,100 per staff member per year will be applied to all proposed new posts at New York Headquarters. Rental of premises in Addis Ababa has been considered based on the standards applied at the headquarters of the Economic Commission of Africa in Addis Ababa. However, rental of premises has not been considered for the investigative hubs based in Vienna and Nairobi as rent-free accommodation has been provided.

32. Provisions for facilities and infrastructure are also considered for general temporary assistance positions of 12 months duration.

33. Provision for the maintenance of information technology equipment is now based on the Information Technology Services Division's updated standard service-level agreements A, B and C of, respectively, $1,800, $900 and $700 per staff member.

34. A standard desktop computer is provided for all new posts and, pursuant to resolution 59/296 (sect. XXI, para. 6), the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing printers. Provision for the purchase of new desktop computers and laptops is based on the Communications and Information Technology Service's updated average costs of $1,100 and $1,600 per unit, respectively, while a standard provision of $3,000 has been applied for network printers.

35. Commercial communication costs are budgeted at office-specific average rates of between $1,000 and $1,400 per staff member, based on past expenditure trends as recommended by the Office of Internal Oversight Services (A/60/682, para. 67, recommendation 8). Updated standards for the provision for non-recurrent costs of purchase of furniture and communications equipment have been applied to all new posts. Requirements for office supplies, rental of office equipment, furniture, communication services, supplies and equipment, information technology services and supplies and equipment for the Department of Peacekeeping Operations and the Department of Management are shown at the overall departmental level.

F. Information on rejustification and reclassification of posts

36. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. In accordance with that decision, the number of posts rejustified for the 2005/06 period is shown in the human resources requirements table of each office. Rejustification of posts is included under the analysis of resource requirements. No posts are projected to be vacant for 12 months as at 30 June 2007.

37. In paragraph 19 of its resolution 57/318, the General Assembly requested the Secretary-General to include in the next support account report information on

details of reclassification upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates for the previous two years and annually thereafter.

38. There were no reclassifications of posts in the 2006/07 period. Two reclassifications are proposed for the 2007/08 period (see chap. III.B, Department of Field Support, under the Information and Communications Technology Division, and chap. III.E, under the Executive Office of the Secretary-General).

II. Proposed staffing

Proposed staffing by Department/Office: 2007/08

Department/Office	*Approved 2006/07 staffing*	*Re-established posts*	*Proposed changes 2007/08*		*New posts*	*Proposed 2007/08 staffing*
			Transfers out	*Transfers in*		
DPKO	617	—	(344)	4	162	439
DFS	—	—	—	387	123	510
OIOS	—	88	—	—	77	165
DM	172	—	(42)	—	26	156
EOSG	5	—	—	2	—	7
OMB	2	—	—	—	—	2
OLA	9	—	—	—	4	13
DPI	2	—	—	—	2	4
DSS	12	—	—	—	6	18
Total	**819**	**88**	**(386)**	**393**	**400**	**1 314**

Proposed new posts by Department/Office

Department/Office	*New posts*			*Total new posts*
	Professional and above	*General Service*	*Total*	
DPKO	132	30	162	40%
DFS	73	50	123	31%
OIOS	50	27	77	19%
DM	11	15	26	7%
EOSG	—	—	—	—
OMB	—	—	—	—
OLA	3	1	4	1%
DPI	1	1	2	1%
DSS	—	6	6	2%
Total	**270**	**130**	**400**	**100%**

III. Results-based frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishment 1		*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	Positive feedback on the Department's work in the report of the Special Committee and in comments by Security Council members and Member States; and endorsement by the Special Committee and the Fourth Committee of the recommendations of the Secretary-General, in particular on reforms to peacekeeping and the establishment of new capacities to meet emerging needs in peacekeeping
	1.2	Public image and general knowledge about United Nations peacekeeping is enhanced by increasing the number of media reports and other publications explaining the work of the Department in a positive manner

Outputs

- 45 briefings to the Security Council, the General Assembly and legislative bodies
- 260 meetings/briefings to Member States, regional organizations and groups of friends/contact groups
- 200 presentations on peacekeeping issues at conferences, seminars and other public forums
- 100 interviews with and briefings to the media
- 9 published articles/op-eds/letters to the editor
- 12 visits to key troop- and police-contributing countries and other Member States
- Facilitation of the production of 5 peacekeeping-related non-United Nations documentaries (for example through the arrangement of interviews with senior officials of the Department of Peacekeeping Operations/Department of Field Support, the authorization of travel to field missions, the granting of access to United Nations buildings and/or Department of Peacekeeping Operations/Department of Field Support activities, and alerting field missions of visits and ensuring that they are prepared to assist)
- 5 issue-specific crisis communication strategies are designed in response to mission-specific crises

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	75 per cent of surveyed peace operations are satisfied with the quality of support provided
	3.2	80 per cent of surveyed staff note an improvement in internal communications and feel better prepared to effectively perform their responsibilities
	3.3	85 per cent of the staff of the Correspondence and Records Management Unit and Departmental focal points will have completed records management training and re-engineered processes will be implemented in the Office of the Under-Secretary-General

Outputs

- Organization of the 2008 heads of mission conference
- Development of records management training course and guidelines for the Department
- Completion of the business process re-engineering project for the Office of the Under-Secretary-General
- Design and launching of a comprehensive internal communications strategy for the Department of Peacekeeping Operations and the Department of Field Support
- Monthly summary of peacekeeping-related media trends is prepared, including regular analysis of information appearing on weblogs and other non-traditional media sources
- Launching and broad use of the public information digital "Community of Practice" by colleagues in the field
- 1 story per week on a peacekeeping theme generated and posted on iSeek
- Provision of regular expert advice and technical support to all missions, as well as to Headquarters integrated operations teams, on issues regarding public information operations
- At least 1 technical assistance visit to new or adjusting missions to assist with start-up and/or transitional arrangements
- Preparation of concepts of operations for public information activities and associated resource requirements for all potential peacekeeping operations
- Administration and management of public information strategic deployment stocks
- Development of all (100%) generic job descriptions and vacancy announcements for the public information occupational group
- Process technical clearances for all (100%) of public information candidates submitted by the Personnel Management and Support Service Section
- Provision of guidance/review of mission public information cost estimates and budget submissions
- Review of policy directives on public information
- Development and/or management of systems contracts offering a range of goods and services required of public information components during the rapid deployment phase of missions

- Needs assessment and technical support visits to peacekeeping missions, as requested by missions
- Assessment and recommendation regarding impact and efficiency of public information operations in the field
- Development of institutional cooperation and/or operational public information support arrangement; memorandum of understanding concluded with at least 1 partner
- Conduct of Situation Centre operations 24 hours a day 7 days a week
- Daily summary and special reports on operational and crisis situations

External factors

Member States will provide the necessary political support and resources; peacekeeping partners will provide the necessary support required to implement mission mandates

(b) Human resources requirements

			Temporary posts										
			Support account										
	Regular budget			*Transfers*			*Total*			*Other*		***Total***	
Category	*2006/07*	*2007/08*	*Approved 2006/07*[a]	*In*	*Out*	*New posts*	*proposed 2007/08*	*Change*	*Re-justified*	*2006/07*	*2007/08*	*2006/07*	*2007/08*
Professional and above													
Under-Secretary-General	1	1	—	—	—	—	—	—	—	—	—	1	1
Assistant Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
D-2	—	—	1	—	(1)	1	1	—	—	—	—	1	1
D-1	1	1	2	1	(2)	2	3	1	—	—	—	3	4
P-5	—	—	6	1	(4)	3	6	—	—	—	—	6	6
P-4	1	1	21	4	(17)	1	9	(12)	—	—	—	22	10
P-3	—	—	19	12	(14)	4	21	2	—	1	1	20	22
P-2/P-1	2	—	1	4	(1)	—	4	3	—	—	—	3	4
Subtotal	**5**	**3**	**50**	**22**	**(39)**	**11**	**44**	**(6)**	**—**	**1**	**1**	**56**	**48**
General Service and other													
Principal level	—	—	2	—	—	—	2	—	—	—	—	2	2
Other level	2	1	26	3	(11)	6	24	(2)	—	1	1	29	26
Security Service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**2**	**1**	**28**	**3**	**(11)**	**6**	**26**	**(2)**	**—**	**1**	**1**	**31**	**28**
Total	**7**	**4**	**78**	**25**	**(50)**	**17**	**70**	**(8)**	**—**	**2**	**2**	**87**	**76**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment (2006/07) (1)	Cost estimates (2007/08) (2)	Variance	
			Amount (3)=(2)–(1)	Percentage (4)=(3)÷(1)
I. Post resources	10 834.8	8 991.7	(1 843.1)	(17.0)
II. Non-post resources				
General temporary assistance	692.2	158.0	(534.3)	(77.2)
Consultants	196.3	—	(196.3)	(100.0)
Official travel	3 034.1	440.6	(2 593.5)	(85.5)
Other supplies, services and equipment	1 316.5	117.2	(1 199.3)	(91.1)
Subtotal II	**5 239.1**	**715.8**	**(4 523.4)**	**(86.3)**
Total I and II	**16 073.9**	**9 707.5**	**(6 366.5)**	**(39.6)**

(d) Justification of posts

39. The Office of the Under-Secretary-General assists the Under-Secretary-General in carrying out his or her responsibilities to: oversee peacekeeping operations and provide strategic direction for operations and policy; provide political and policy advice to the Secretary-General; manage high-level involvement with Member States; direct the Department's engagement with appropriate legislative bodies; and provide Secretariat support to the Special Committee on Peacekeeping Operations. In addition, following the realignment of the Department of Peacekeeping Operations and the creation of the Department of Field Support, the Office of the Under-Secretary-General will have an integral role in ensuring effective coordination with the Department of Field Support on all issues related to peacekeeping.

(i) Transfer of existing posts from the Department of Peacekeeping Operations

40. A total of 78 (1 D-2, 2 D-1, 6 P-5, 21 P-4, 19 P-3, 1 P-2, 2 GS (PL) and 26 GS (OL)) support account posts are to be transferred from the current Office of the Under-Secretary-General. Four (1 USG, 1 D-1, 1 P-4 and 1 GS (OL)) of seven posts currently funded from the regular budget are continued in the new Office of the Under-Secretary-General, while three posts (2 P-2 and 1 GS (OL)) will be transferred to the Peacekeeping Best Practices Section of the Policy, Evaluation and Training Division.

41. A total of 24 posts (1 D-1, 1 P-5, 4 P-4, 11 P-3, 4 P-2 and 3 GS (OL)) will be redeployed from the current Office of Operations to the new Public Affairs Unit (1 P-2) and the Situation Centre, which will be moved in its entirety from the Office of Operations to the Office of the Under-Secretary-General. In addition, one P-3 post will be redeployed from the Communications and Information Technology Service in the Logistics Support Division to the Office of the Under-Secretary-General to strengthen its information management capacity. A total of 50 posts will be redeployed from the Office of the Under-Secretary-General to: the new Criminal Law and Judicial Advisory Section (6 posts); the Disarmament, Demilitarization and Reintegration Section (4 posts) in the Office of Rule of Law and Security

Institutions Division and to the Office of the Director (2 posts); the Peacekeeping Best Practices Section (15 posts); and the Integrated Training Service (23 posts) in the new Policy, Evaluation and Training Division. Taking these transfers of staff into account, the baseline strength of the Office of the Under-Secretary-General will be 59 posts; 53 under the support account, four under the regular budget and two funded from other extrabudgetary sources.

(ii) New posts

42. Seventeen new support account posts (1 D-2, 2 D-1, 3 P-5, 1 P-4, 4 P-3 and 6 GS (OL)) are proposed to be established in the Office of the Under-Secretary-General, bringing its proposed staffing strength to a total of 70 posts.

Office of the Under-Secretary-General (1 D-2, 1 P-3, 2 GS (OL))

43. The Office of the Under-Secretary-General provides support to the Under-Secretary-General in the performance of the full range of his or her functions. In particular, it advises on and promotes policies and guidelines on specific management issues. The Office of the Under-Secretary-General consults, negotiates and coordinates with other departments, funds, agencies and programmes of the United Nations system on matters of mutual concern and provides leadership to inter-agency forums. The Office also provides executive direction and management coordination to ensure the efficient functioning of the Department. Given the scope and complexity of the issues requiring the attention of the Under-Secretary-General, the Office of the Under-Secretary-General will be organized into two components, one headed by the existing Special Assistant and the other by a Chief of Staff for whom a post is proposed.

44. The existing Special Assistant and existing staff of one P-4, Political Affairs Officer, one P-3 Coordination Officer and one General Service support staff will focus on issues of direct support to the Under-Secretary-General, as well as assuming responsibility for Secretariat support to the Special Committee on Peacekeeping Operations. The Special Assistant will focus on supporting the Under-Secretary-General by improving the management of his or her goals and priorities; ensuring proper preparation of the Under-Secretary-General for all meetings; drafting and revising speeches, statements and articles on the behalf of the Under-Secretary-General; and providing a political and policy perspective on decisions emanating from the Department as well as from the Secretary-General and the Executive Office of the Secretary-General.

Chief of Staff (D-2)

45. In its report on the audit of the management structures of the Department of Peacekeeping Operations (A/61/743), the Office of Internal Oversight Services recommended that the Office of the Under-Secretary-General be enhanced and strengthened in order to more effectively monitor the work of the Department. The need for a strengthened Office is all the greater given the realignment of the Department and the creation of the Department of Field Support. The proposed establishment of the position of Chief of Staff is considered key to providing the required senior-level focus on all aspects of the internal management of the activities of the Department. The primary responsibilities of the Chief of Staff will be to monitor the internal management of the Department on behalf of, and as

directed by, the Under-Secretary-General. A key function of the Chief of Staff will be to ensure effective coordination with the Department of Field Support and to ensure that both Departments work in an integrated manner at all levels. The Chief of Staff will oversee the development of the Department's programme management plan and the evaluation of its execution, manage internal work coordination and direct communication and information flow. The Chief of Staff will be responsible for ensuring timely implementation of and follow-up to decisions of the Under-Secretary-General. He or she will coordinate executive bodies and committees, clear top-level documents, coordinate high-level materials and monitor records management. The Chief of Staff will also be responsible for developing and implementing a departmental risk management strategy and the monitoring of its implementation. The Chief of Staff will implement the Department's reform and change management plans, prioritizing and supervising change management processes. Furthermore, the Chief of Staff will develop the Department's results-based-budgeting framework and monitor its implementation. In carrying out these responsibilities, the Chief of Staff will be supported by two existing P-4 and P-3 level positions. He or she will also supervise the existing Correspondence and Records Management Unit, which currently has five authorized positions at the General Service level. In line with the recommendation of the Office of Internal Oversight Services that the Office of the Under-Secretary-General take an active role in regard to the implementation of information management strategy, the Chief of Staff will chair a single Information Management Committee for both the DPKO and the Department of Field Support to provide the required direction and leadership on information management issues, including business process reviews and setting of priorities for information management solutions for peacekeeping operations. In carrying out these functions, the Chief of Staff will direct the activities of and receive support from three information management officers (1 existing P-5 and 2 P-3).

Administrative Assistant (GS (OL))

46. An additional Administrative Assistant is required for the Office of the Chief of Staff to provide direct support to the Chief of Staff and to the officers within the office.

Administrative Management Officer (P-3)

47. An additional Administrative Management Officer (P-3), reporting to the Chief of Staff, would be required to head the Correspondence and Records Management Unit, which is responsible for all departmental document processing and records management. Under the new structure of the Department of Peacekeeping Operations and the Department of Field Support, the Unit will be a shared resource servicing the needs of both Departments regarding correspondence between the field and the Under-Secretary-General of the Department of Peacekeeping Operations. The Unit plays a critical role in the efficient document management of the Department, receiving, on average 3,000 pieces of correspondence per month. The Office of the Under-Secretary-General has initiated a business process re-engineering project. The current system has not kept pace with the growth of peacekeeping nor the related increase in correspondence, resulting in inefficient work practices, potential duplication and a reduced ability of the Unit to track and monitor documents. The aim of the business process re-engineering project, which

has now been successfully completed, was to identify core priorities, improve efficiency in the handling of documents (for example in relation to classification, archiving, tracking and monitoring documents). The implementation phase of the project is scheduled to begin. The proposed Administrative Management Officer post will play a critical role in ensuring implementation of the recommendations arising from the project, which include improving processes, developing new policies and standard operating procedures, analysing new technologies, training staff and assessing needed modifications to support the re-engineered functions of the Unit.

Information Management Assistant (GS (OL))

48. The Correspondence and Records Management Unit in the Office of the Under-Secretary-General currently has four Information Management Assistants, who are responsible for distributing incoming mail, including highly confidential and time-sensitive material, maintaining the electronic and paper central filing system and retrieving material upon request. An additional Information Management Assistant is requested to strengthen the Unit. Under the new structure of the Unit, three assistants will be dedicated to the processing of incoming and outgoing mail, responding to requests and providing ad hoc assistance to officers and the other two assistants will focus on the electronic and paper records management and archiving duties of the Office. The surge in peacekeeping activity has resulted in a significant growth of correspondence, and the shift towards electronic distribution and storage has resulted in additional work, including the electronic scanning and registration of documents. The proposed General Service post for an Information Management Assistant will primarily be for the processing of incoming and outgoing documents, but training will be provided in all functions so that the incumbent will be able to carry our the full duties, as required.

Public Affairs Unit (1 D-1, 2 P-5, 1 P-3, 1 GS (OL))

49. The dramatic growth in peacekeeping operations over the past 36 months, the prospect of new operations and the proposed realignment of the Department of Peacekeeping Operations has placed new demands on its limited public information capacity. Since the issuance of the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), the operational context has changed dramatically so that the distribution of labour between Department of Peacekeeping Operations and Department of Public Information articulated in that document (see A/55/977, annex M) no longer reflects their current public information requirements.

50. Over the past five years, the Department of Peacekeeping Operations and Department of Public Information have significantly increased their cooperation at the working level and, increasingly, in order to cope with multiple demands, function as one team with regard to the dissemination of public information. As a result, the division of roles and responsibilities has been blurred, creating a lack of focused initiatives. Both Departments agree that in order to promote efficient and effective use of limited public information assets it will be necessary to clarify and realign the division of labour in line with each Department's comparative advantages. A new, more realistic division of responsibilities would allow both Departments to focus on their core mandates in their respective areas of expertise.

51. In addition, while the Department of Peacekeeping Operations has de facto been tasked with a number of public information responsibilities, including, but not limited to, those listed in annex M to document A/55/977, no specific resources have been authorized or allocated to support carrying them out. The Department has attempted to compensate by shifting internal resources to meet the demand, but these improvised ad hoc remedies have placed a great strain on the Department and are ultimately unsustainable.

52. Finally, with regard to public information support, it should be noted that these functions are scattered throughout different Departments of the Secretariat. Moreover, both the Department of Peacekeeping Operations and the Department of Public Information lack an operationally focused capacity to ensure the early deployment of appropriate technical support staff and their necessary equipment, as a consequence of which the Secretariat is not presently in a position to provide the high-quality technical public information support that field operations demand. It is therefore proposed that public information support functions be consolidated within a Public Affairs Unit in the Department of Peacekeeping Operations.

53. The present configuration for public information on peacekeeping at Headquarters is no longer tenable. Member States, including members of the Committee of Information and the Special Committee on Peacekeeping Operations, have emphasized the importance of consultations and coordination between the Department of Public Information and the Department of Peacekeeping Operations. At present, the Department of Public Information has only a limited capacity dedicated to public information on peacekeeping (2 posts allocated from the support account for strategic communications). The Department of Peacekeeping Operations has never had a dedicated capacity and, as stated above, has compensated by shifting internal resources to meet essential demands from field missions. The surge in United Nations peacekeeping has overstretched the limited capacities of both Departments for peacekeeping-related public information.

54. It is therefore proposed that a Public Affairs Unit be established within the Office of the Under-Secretary-General of the Department of Peacekeeping Operations. This team will assume responsibility for media relations, departmental publicity, external relations and corporate messaging/internal communications. In liaison with the integrated operational teams and the Department of Public Information, the new Unit will also provide technical advice and operational support to public information components in the field missions. The Department of Public Information, the Department of Peacekeeping Operations and the Department of Field Support will continue to work jointly on planning, policy, training and evaluation.

55. The proposed Public Affairs Unit will comprise 8 posts (1 D-1, 2 P-5, 1 P-4, 1 P-3, 1 P-2 and 2 GS (OL) posts, with 1 P-4, 1 P-2 and 1 GS (OL) transferring from the existing front office). The functions of the new proposed posts are provided below.

Chief, Public Affairs Unit (D-1)

56. The incumbent will report directly to the Under-Secretary-General for the Department of Peacekeeping Operations and will be responsible for the oversight and management of all public affairs activities of the Department of Peacekeeping Operations and the Department of Field Support. In consultation with the

Department of Public Information, he or she will provide public information advice and guidance to the Under-Secretaries-General and Assistant Secretaries-General and will be responsible for the establishment of communications priorities and key messages, both external and internal. He or she will represent both the Department of Peacekeeping Operations and the Department of Field Support at all high-level intradepartmental and interdepartmental communications bodies and will function as the primary focal point for relations with the Department of Public Information, providing guidance and ensuring coherence and synergy of purpose. He or she will also function as the supervisor for all activities related to the support of public information units in the field, with particular focus on operational policy, plans and human and material resource aspects of information operations, and will be responsible for the development and monitoring of performance measures and indicators as well as for the general promotion of operational effectiveness in field missions. Areas of oversight will include: departmental messages to the public; external relations and outreach; internal communications; and representational activities. In close consultation with the Department of Field Support, the Chief of the Unit will oversee the formulation of the technical policies and procedures for field information operations. He or she will be responsible for departmental media relations, including management of the interaction between senior staff of the Department of Peacekeeping Operations and the Department of Field Support with the press corps at United Nations Headquarters and beyond, and will supervise the development and coordination of the statements and press releases of the Department of Peacekeeping Operations. He or she will have overall responsibility for the public information side of crisis communications, including press appearances, briefings and the preparation of media lines and key messages, in close cooperation with other public information stakeholders. The Chief will be supported by two arms: the operational support and media relations sections.

Senior Media Relations Officer (P-5)

57. The incumbent will report to the Chief of the Public Affairs Unit and will function as the Senior Media Relations Officer for both the Department of Peacekeeping Operations and the Department of Field Support, with responsibility for all interaction with members both of the United Nations and the broader international press corps. He or she will work closely with other public information stakeholders to devise and implement a comprehensive media relations plan for both Departments that highlights success stories of peacekeeping while explaining the role of United Nations peacekeepers in the field. The responsibilities will include supervision of interactions with the United Nations-based and external press corps, including screening requests for interviews, preparing talking points and coordinating background materials for interviews, media appearances and press conferences. The incumbent will coordinate and organize media events and press conferences, accompanying and supporting senior officials of the Department of Peacekeeping Operations and the Department of Field Support during these appearances. The incumbent will also draft press lines, media guidance, press releases and media alerts on key peacekeeping issues in close coordination with other public information stakeholders such as information units in the field, the Office of the Spokesperson of the Secretary-General and the Communications Unit of the Executive Office of the Secretary-General. He or she will engage in public speaking to the media and other audiences on behalf of the Department of Peacekeeping Operations and the Department of Field Support.

Senior Operational Support Officer (P-5)

58. The Senior Operational Support Officer, who will report to the Chief of the Public Affairs Unit, will be responsible for the oversight and management of all activities on the support side of public information. He or she will work with senior staff of the Department of Peacekeeping Operations, including senior officials in the Department of Field Support, and other stakeholders to identify and plan for future needs and to develop operational policies and standard procedures for public information units in field operations. Responsibilities will include supervision of the day-to-day support for public information units in the field and integrated operational teams, including responsibility as focal point on operational policy, plans, budgetary, human and material resources matters. The incumbent will work with all public information stakeholders to translate political and strategic information requirements of missions into operational public information plans, with specific attention to operational policy, plans, monitoring, compliance and evaluation and budgetary, human and material resources matters. The incumbent will also serve as the focal point of the Department of Peacekeeping Operations and the Department of Field Support for mission support issues on relevant inter-departmental/agency working groups and task forces.

Internal Communications Officer (P-3)

59. The incumbent will report to the Chief of the Public Affairs Unit and will be responsible for the design, development, implementation and management of communications projects and information campaigns of the Department of Peacekeeping Operations and the Department of Field Support to promote the work of United Nations peacekeepers, mainly to audiences within the United Nations system. The incumbent will assist with the preparation and dissemination of messages and guidance from the senior officials of both Departments and will also serve as the focal point on key internal and system-wide communications issues, including the identification of upcoming issues/staff needs and of evaluation mechanisms (for example online surveys, focus groups and the like) for all communications activities.

Operational Support Assistant (GS (OL))

60. In cooperation with the Information and Communications Technology Division of the Department of Peacekeeping Operations, the function of the Operational Support Assistant will be to provide assistance to Operational Support Officers. The responsibilities will include: processing strategic deployment stocks material release orders of the United Nations Logistics Base at Brindisi, Italy (UNLB); processing and tracking requisitions for purchases of major items of equipment for public information activities during the start-up phase of new missions; and tracking the deployment of those material assets in the field.

61. The realignment and new structure discussed above will provide both the Department of Peacekeeping Operations and the Department of Field Support with the ability to execute their mandated tasks and will equip them to meet the challenges of the next wave of growth. The new unit in the Department of Peacekeeping Operations will allow for a better use of the respective strengths of the Department of Peacekeeping Operations, the Department of Field Support and the Department of Public Information and will promote greater efficiency,

accountability and more effective use of existing resources, while avoiding duplication of efforts. It will also allow the Department of Public Information to focus on the provision of key strategic communications support to United Nations peacekeeping, in line with its overall mandate for United Nations public information.

Situation Centre (1 P-4, 2 P-3, 1 GS (OL))

62. The Situation Centre functions as the information hub for peace operations and is responsible for the round-the-clock monitoring of peace operations and other related areas of interest, daily information processing and reporting, real-time incident reporting, and the provision of communications support to senior managers at Headquarters and in the field. The Centre reviews and researches specific developments in peace operations, assesses and evaluates crisis/security developments by systematically highlighting incidents and trends that may affect ongoing and future peace operations and prepares specialized products such as country studies and background information. The Centre currently comprises 20 Professionals and three General Service staff as follows: Chief (D-1), Deputy Chief (P-5), two Coordination Officers (P-4), 14 Operations Officers (11 P-3 and 3 P-2), one Information Management Officer (P-4), one Information System Officer (P-3), two Administrative Assistants (GS (OL)) and one Computer System Assistant (GS (OL)).

63. As a consequence of the continued surge in peace operations and the increased demand for real-time and integrated decision-making, the responsibilities of the Situation Centre have significantly expanded over the past two years. They continue to include traditional functions, such as situation monitoring, information processing and reporting, which were introduced when the Situation Centre was established in 1993. However, in view of the increasingly difficult security environment in which peace operations have been deployed since the mid-1990s, the Centre has gradually initiated crisis- and security-related reviews, evaluations and assessments, in close coordination with the Military and the Police Divisions of the Department of Peacekeeping Operations and the Department of Safety and Security as well as with the Standing Committee on Security, which was established by both Departments in 2005. In addition, the Centre has played a greater role in providing direct support to crisis management in the field and to the Crisis Action Operational Group in the context of Headquarters crisis management. As a result, the workload of the Centre has significantly increased, and it is anticipated that the creation of the integrated operational teams will require significantly more support from the Centre for peace operations, including, in particular, cooperation with external partners.

64. At the present time there are 14 Operations Officers (11 P-3 and 3 P-2) at three regional desks in the Situation Centre Operations Room, providing maintenance of monitoring and information processing 24 hours a day, seven days a week. In addition to monitoring peacekeeping operations and special political missions, the Operations Room is involved in more systematic interaction with the Joint Operations Centres in field missions, colleagues at Headquarters and external contacts, especially during silent hours, with a view to improving special incident reporting and crisis monitoring. The Operations Room is headed by a Coordination Officer (P-4), with an existing post. The Deputy Head of the Operations Room is also a Coordination Officer (P-4) with an existing post.

Operations Officer (P-3) and Operations Assistant (GS (OL))

65. In order to continue to improve the monitoring and information processing service provided to clients in the Department of Peacekeeping Operations, the Department of Field Support and in other Headquarters offices, enhance cooperation with external partners, including agencies, funds and programmes and optimize the 24 hours a day, seven days a week shift system in the Operations Room, the Situation Centre would require an additional Operations Officer (P-3) and a General Service Operations Assistant post to support the Operations Room and, on an ad hoc basis, the Crisis Response Cell.

66. Operations Officers monitor political, military/police, humanitarian, logistics and other relevant developments in assigned peace operations and act as initial points of contact for staff at Headquarters and in peace operations, as well as for the staff of the Permanent Missions of Member States in New York. Each officer collects, reviews and assesses information on assigned peace operations from a variety of sources, drafts and edits daily and special incident reports, prepares presentations and briefings and prepares and updates maps. The officers will act as duty officers for the Department of Peacekeeping Operations and the Department of Field Support Duty Officers during silent hours and will implement initial crisis response procedures as and when required.

67. Under the supervision of the Head of the Operations Room, the Operations Assistant (GS (OL)) would be responsible for providing operational and administrative support to the Operations Room, including systematic data collection and data storage, maintenance of Operations Room databases and contacts to in-house service providers, physical space planning, the identification of the technology needs of the office and maintenance of equipment, software and systems. The Operations Assistant would also be responsible for the distribution of daily and special incident reports and the maintenance of the Situation Centre contact directory.

Coordination Officer (P-4) and Liaison Officer (P-3)

68. A proposed Situation Centre Operations Research and Liaison Unit will monitor and research specific developments in peace operations and assess and evaluate crisis/security developments by systematically highlighting incidents and trends that may affect ongoing and potential peace operations. The Unit will prepare specialized products such as country studies and background information, including research on relevant thematic issues. In addition, the Unit will collect, select and assess information from internal communications, media sources and other "open" sources and will monitor and gather detailed information about events or actions that may affect ongoing and future peace operations. The Unit will also serve as the focal point for the Centre's strategic policy documents, such as the development and revision of standard operating procedures in the areas of reporting, crisis management in the field, Headquarters crisis response in support of field missions led by the Department of Peacekeeping Operations, the short-term continuity of the Department's operations as well as those of the Joint Operations Centres and Joint Mission Analysis Centres.

69. The Situation Centre will require a Coordination Officer (P-4) and a Liaison Officer (P-3) to specifically focus on operational issues related to situation review or assessments, crisis response and external relations. These two additional posts

will constitute the new Operations Research and Liaison Unit, which will be headed by the Coordination Officer (P-4).

Executive Office (1 D-1, 1 P-5, 2 GS (OL))

70. The Executive Office will assist the heads of Department, programme managers and staff of both the Department of Peacekeeping Operations and the Department of Field Support in carrying out the full range and scope of financial, personnel and administrative support services delegated by the Under-Secretary-General for Management, including: providing support to both heads of Department and programme managers in carrying out their responsibilities under the Staff Rules and Regulations and related administrative instructions in filling vacancies, promoting staff and other staff functions; assisting staff members of both Departments and/or their dependants in obtaining entitlements; providing support to programme managers in formulating budget proposals in respect of the programme budget and support account and assisting both heads of Department to complete coordinated submissions to the Department of Management; certifying the incurring of obligations and expenditures against funds allocated to both Departments and in respect of trust funds under their administration, most notably the Voluntary Trust Fund for Assistance in Mine Action; and providing general administrative support to the Departments, including in regard to office space provision and planning, liaising with the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services on personnel, financial and other services.

71. The workload of the Executive Office of the Department of Peacekeeping Operations, which also provides administrative support to the UNIFIL Strategic Military Cell and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, is affected by a number of variables, one of which is the growth in the overall number of staff to be administered within the Department. The Executive Officer post was established at its current level in the 1994/1995 support account financial period, when the Department's strength, including both regular budget and support account positions, was 308 posts. The current authorized strength of the Department is 679 positions, a 68 per cent increase in its strength of 404 posts at the end of 2006. The proposed staffing of the Department of Peacekeeping Operations and the Department of Field Support combined will total 942 posts (regular budget and support account). The growth in the size of the Department and number of staff being administered has a direct impact on all aspects of the workload of the Executive Office, including administrative, budget and finance-related functions.

72. Another characteristic of the Department of Peacekeeping Operations is the high turnover of staff. This is a result of the regular rotation of seconded military and police officers whose standard service with the Department is three years. This means that approximately one third of all seconded positions are subject to rotation each year, involving significant administrative work both in the separation and repatriation of departing officers and dependants and in the recruitment, selection and inward processing and travel of replacements. Another factor in the turnover rate is the frequent assignment of staff of the Department on mission for varying periods of service. Approximately 60 staff members of the Department are currently on temporary mission assignment, with additional movements taking place on a regular basis. The Executive Office must administer all aspects of the recruitment,

selection and processing of temporary mission replacements and of staff of the Department returning from field assignment.

73. In terms of financial and budgetary management of funding for the Department of Peacekeeping Operations and the Department of Field Support, the majority of resources will be provided on the basis of an annualized support account budget cycle and any increase in funding for areas such as travel, training and information technology will be distinguishing factors in the workload of the Executive Office, both in the preparation and defence of such proposals and the financial management and reporting requirements for approved resources. The Executive Office also has certifying authority on two main general trust funds including the Voluntary Trust Fund for Assistance in Mine Action, which had annual expenditures in 2006 in excess of $106 million.

74. With the proposed realignment of the Department of Peacekeeping Operations, since the purview of the Executive Office will be expanded to oversee the management of the financial, budgetary and human resources of the two successor departments, there will be a significant increase in workload of the Executive Officer. The Executive Officer will act as adviser to the Under-Secretaries-General of both Departments on matters related to the administration and management. The Executive Officer will also play a key role in the planning and implementation of management changes as the Departments develop and implement the required changes to business processes over the next few years. The proposed post for the Executive Officer (D-1) is requested in recognition of the scope and complexity of the responsibilities. As the principal adviser on administrative matters to both Under-Secretaries-General, the Executive Officer will play a pivotal role in the administration of the Departments, particularly with regard to the implementation and monitoring of delegated authorities such as those in respect to the selection of staff. The creation of integrated operational teams, combining specialists from various components, also highlights the need for effective coordination of the human resources policies and practices of personnel administration of both Departments. In the area of budgetary management, the budget proposals for both Departments will include a number of requests that will be cross cutting and will require a high degree of consultation and coordination, a process in which the role of the Executive Officer will be central. The individual concerned will need to have a thoroughgoing knowledge of the operational needs of the two Departments, direct decision-making authority and full focus on the policy and strategic planning issues related to the effective management of both Departments.

Senior Administrative Officer (P-5)

75. While the existing P-5 post will be dedicated to human resources management of both Departments, a post for a Senior Administrative Officer (P-5) is proposed for the management of all aspects related to the financial, budgetary and general administration of the Departments. Under the general supervision of the Executive Officer, the Senior Administrative Officer will be responsible for coordinating the preparation of the support account budget, the programme budget, the strategic framework and the performance reports for the two Departments. The officer will liaise with Office of Programme Planning, Budget and Accounts with regard to budget proposals and will monitor and maintain financial control of all allotments issued for both Departments. The officer will also ensure adherence to accounting and financial principles and practices and will provide advice to the Executive

Officer in respect of the effective management of all resources available to the two Departments. The incumbent is also responsible for the administration and financial management of trust fund resources, with responsibility for reviewing contribution agreements to ensure that all legal and financial implications are being addressed. The general administration functions to be undertaken by the proposed officer include overseeing the processing of all travel-related documents, supervision and management of office space assigned to the two Departments and supervision of delegated responsibilities for inventory custodianship.

Administrative Assistants (2 GS (OL))

76. As noted above, a core function of the Executive Office is to provide effective human resources administration for the staff of both Departments. The Executive Office currently has eight General Service (Other level) posts, three of which are performing the functions of Recruitment Assistant, Finance and Budget Assistant and Office Assistant. The remaining five posts perform administrative functions solely related to personnel management. With a total of 679 posts currently approved in the Department, this arrangement represents a ratio of one Administrative Assistant per 135 posts. In order to maintain this ratio, which, given the turnover of staff in all areas, is considered to be the maximum number of staff that can effectively be administered, two additional Administrative Assistant positions are requested. While this request is based on the above ratio for the administration of authorized posts, it should be noted that the administration and recruitment of staff requested under general temporary assistance will have a significant impact on the workload of the Executive Office in the forthcoming period.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$8 991.7	($1 843.1)	(17%)

77. The estimate of $8,991,700 provides for salaries, common staff costs and staff assessment for the total of 53 continuing support account posts and the proposed 17 new posts. The variance is due to the net decrease of 8 posts, as detailed above.

	Cost estimates	*Variance*	
General temporary assistance	$158.0	($534.3)	(77.2%)

78. The requested amount of $158,000 will provide for the replacement of 10 months of General Service (Other level) assistance and 6 months of Professional level (P-3) assistance to cover maternity and sick leave of staff in the Department of Peacekeeping Operations and the Department of Field Support. The variance reflects a decrease in the level of temporary assistance required.

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[1] Resource requirements are expressed in thousands of United States dollars.

	Cost estimates	*Variance*	
Official travel	$440.6	($2 593.5)	(85.5%)

79. The travel requirements for the 2007/08 financial period are as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Staff exchange	132 800	—
Political consultation/coordination	45 900	260 meetings/briefings to Member States, regional organizations and groups of friends/contact groups
Mission planning/assessment	50 000	12 visits to key troop- and police-contributing countries and other Member States
Heads of mission conference: front office	8 700	Organization of the 2008 heads of mission conference
Representational activity: front office	19 600	200 presentations on peacekeeping issues at conferences, seminars and other public forums
Mission planning/assessment, public information team	62 800	Needs assessment and technical support visits to peacekeeping missions, as requested by missions Administration and management of SDS for public information activities
Technical support/public information team	10 000	At least 1 technical assistance visit to new or adjusting missions to assist with start-up and/or transitional arrangements
Seminars/conferences/workshops — public information team	20 000	200 presentations on peacekeeping issues at conferences, seminars and other public forums
Technical support, Situation Centre	20 600	Conduct of Situation Centre operations 24 hours a day, 7 days a week
Seminars, conferences, Situation Centre	70 200	Conduct of Situation Centre operations 24 hours a day, 7 days a week
Total	**440 600**	

80. An amount of $132,800 is requested by the Executive Office for travel and daily subsistence allowance costs in relation to its ongoing staff exchange programme, whereby four staff members from the field serve for a period of up to three months at Headquarters. In this regard, $45,900 is requested for travel to conduct political consultations.

81. The front office of the Under-Secretary-General for Peacekeeping is requesting an amount of $50,000 for the travel of the Under-Secretary-General and senior Political Affairs Officers to attend meetings and give briefings at missions for planning/assessment and $8,700 to attend conferences with regional groups and organizations. An additional $19,600 is requested for representational activities.

82. An amount of $62,800 is requested for the Public Affairs Unit for mission planning to evaluate public information operational needs, evaluate the impact and efficiency of public information and visit UNLB to handle issues related to strategic deployment stocks for public information activities. A provision of $10,000 is requested to provide technical support to assist both new and adjusting missions with start-up and/or transitional public information arrangements. The requested amount of $20,000 will allow staff to attend conferences, seminars and workshops organized by regional organizations on public information.

83. The Situation Centre is requesting an amount of $20,600 to provide technical coordination between United Nations peacekeeping missions and the European Union and NATO/Supreme Headquarters Allied Powers, Europe (SHAPE) situation centres. The provision will also provide for visits to the headquarters of the African Union in Addis Ababa as well as to the European Union Situation Centre to evaluate proposals for the upgrading of the African Union Situation Room made in the financial period 2005/06 and to discuss support from the Department of Peacekeeping Operations to both the African Union and the European Union in establishing monitoring centres. An amount of $70,200 is requested to allow staff of the Situation Centre to participate in various seminars and conferences on topics such as civil emergency planning/civil military cooperation and multinational crisis management and information architecture as well as in the annual Environmental Systems Research Institute (ESRI) International User Conference, workshops for chiefs of joint operations centres and joint mission analysis centres, crisis managers, reporting officers and operations officers and Situation Centre/operations room seminars and meetings at the Joint Research Centre of the European Union in Ispra, Italy, to discuss the Situation Centre portal project.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$117.2	($1 199.3)	(91.1%)

84. An amount of $97,200 is requested for subscriptions to various magazines, books and periodicals and $20,000 is required for external advertising of technical posts (for example Air Transport Officer and Aviation Officer) in order to attract more external candidates with the required expertise. The variance is due to the transfer of the Integrated Training Service to the Policy, Evaluation and Training Division.

2. Office of Operations

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues related to peacekeeping	1.1 Security Council resolutions incorporate recommendations for establishing potential or adjusting existing peacekeeping operations

Outputs

- 45 multidimensional substantive reports of the Secretary-General to the Security Council
- 65 letters from the Secretary-General to the President of the Security Council
- 160 substantive notes for presentations of the Secretary-General and other senior officials to the Security Council
- 25 consultations with troop-contributing countries
- 45 oral briefings to the Security Council on peacekeeping issues
- 51 weekly briefing notes on peacekeeping operations for the Security Council
- Provision of background information and advice to the General Assembly and its bodies on peacekeeping issues
- Provision of integrated advice to the Permanent Missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues

Expected accomplishment 2	*Indicators of achievement*
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Security Council substantive and time requirements for planning and establishing potential or adjusting existing peacekeeping operations are fulfilled

Outputs

- Integrated planning of potential and adjusted peacekeeping operations
- Integrated concept of operations for potential and adjusted peacekeeping operations
- Integrated and/or issue-specific assessments for potential and adjusted peacekeeping operations

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 Development of missions plans in accordance with strategic guidance 3.2 Planning/implementation of 20 bilateral or multilateral field programmes in collaboration with peacekeeping partners

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment (2006/07) (1)	Cost estimates (2007/08) (2)	Variance	
			Amount (3)=(2)-(1)	Percentage (4)=(3)÷(1)
I. Post resources	11 052.6	16 074.9	5 022.3	45.4
II. Non-post resources				
General temporary assistance	545.6	1 048.4	502.8	92.1
Official travel	894.2	846.9	(47.3)	(5.3)
Facilities and infrastructure	102.9	4.0	(98.9)	(96.1)
Communications	12.0	8.0	(4.0)	(33.3)
Information technology	24.0	—	(24.0)	(100.0)
Other supplies, services and equipment	—	—	—	—
Subtotal II	**1 578.7**	**1 907.3**	**328.6**	**20.8**
Total I and II	**12 631.3**	**17 982.2**	**5 350.9**	**42.4**

(d) Justification of posts

85. As reflected in the comprehensive report on restructuring (A/61/858, paras. 36-38), in order to better resource and empower the Office of Operations to fulfil its role in integrating the planning and direction of field missions, especially in response to the growing volume and complexity of demands, the Office will be strengthened to include four regional divisions (2 Africa Divisions (I and II), an Asia and Middle East Division and a Europe and Latin America Division) consisting of seven integrated operational teams (4 for Africa I and Africa II, 2 for the Asia and Middle East Division and 1 for the Europe and Latin America Division) and an integrated mission planning capacity to support the integrated operational teams in providing coherent, responsive planning and guidance to United Nations peacekeeping operations.

Regional divisions

86. The three regional divisions of the Office of Operations are currently headed by Directors (3 D-2), whose function will be augmented by having to oversee and coordinate the integrated operational teams. In addition, the regional directors will also need to focus on: the articulation of new mission strategies and plans and proposed changes to existing ones; and actions recommended to be taken at higher levels in response to political impasses or crises on the ground that threaten the safety and security of personnel and/or the ability of the missions to implement their mandates. On all of the issues outlined above, the regional directors will continue to engage with relevant senior-level interlocutors from Member States, the parties to the conflict, heads of mission and their relevant deputies and counterparts within the United Nations system and in regional organizations and other partner organizations. To that end, the regional directors will establish and chair such

intra- and interdepartmental working groups and task forces and undertake and lead assessment missions to the field, as required.

Africa I Division (1 P-5, 1 P-4, 2 P-3)

87. While work on preparations to strengthen support to the African Union Mission in the Sudan in Darfur has severely stretched the existing team, further preparatory work for the planning and managing of the future African Union/United Nations hybrid operation in Darfur will also be required. This will entail constant and intensive interaction with the Security Council, Member States of the African Union, the host country, neighbours and troop-contributing countries.

88. The United Nations Mission in the Sudan (UNMIS) is a large and complex multidimensional operation that is entering a critical phase, where it will play a key role in supporting implementation of the Comprehensive Peace Agreement. Currently, two Desk Officers (1 P-5 and 1 P-4) work full time on the Mission. While the UNMIS desk officers continue to provide political and security guidance and have taken on the emerging priorities of elections and security sector reform, the existing number of staff is inadequate to address the multidimensional facets of the Mission in a coherent and systematic manner.

89. In view of the above, it is proposed to strengthen the UNMIS team with an additional Professional post (P-3) and to establish a team of desk officers for Darfur (1 P-5, 1 P-4 and 1 P-3) in line with the standard Brahimi model for a team of Political Affairs Officers supporting a mission. This would then bring the team composition into conformity with the support formula for complex missions.

Africa II Division (1 D-2, 1 P-2, 1 GS (OL))

90. Under the current structure, a Director (D-2) oversees the Africa Division. As reflected in the comprehensive report on restructuring (A/61/858, paras. 39-41), in order to manage the overburdened current Africa Division it is proposed to split it in two: Africa I and Africa II. The Africa I Division will consist of the Sudan and Darfur team and the East and Central Africa team and support to African Union peacekeeping capacity. The Africa II Division will consist of the West Africa team and the Great Lakes Region team. In view of the proposed split of the Africa Division, the existing D-2 would oversee the work of the Division and the integrated operational teams within Africa I. An additional D-2 will therefore be required to oversee and coordinate the work of the Division and the integrated operational teams of Africa II and to perform the functions of the existing D-2, including providing guidance and oversight of the operations for the respective peacekeeping missions and strategic and executive direction to the related integrated operational teams.

91. The reporting line for the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) is within the Africa II Division, the Great Lakes Region Support Team, and it remains the largest United Nations peacekeeping operation. In the post-transition period, MONUC will be needed to maintain and consolidate a fragile peace in a volatile political and security environment. It will be necessary to manage a gradual drawdown of the MONUC force during the coming period, while reconfiguring the Mission to meet new requirements. Important tasks remain to be completed from the transition period, such as the disarmament, demobilization and reintegration of some 78,000

combatants. Although consultations with the newly elected Government of the Democratic Republic of the Congo on the role of the Mission under its new mandate have yet to be completed, it is expected to focus on: strengthening new democratic institutions and processes; helping to build and maintain a stable security environment; and human rights monitoring and advocacy. The Democratic Republic of the Congo will require the support of the Mission for essential steps towards democracy and good governance, such as the large and complex process of conducting local elections, the establishment of institutions required by the new Constitution and the development of essential legislation. Protection of civilians, particularly in the eastern part of the country, will remain a core part of the Mission's work, as will support to Government efforts to stabilize that troubled region. MONUC will also play an important political and operational role in security sector reform; a critically important element both for the consolidation of peace, and for the MONUC exit strategy. All this must be accomplished through close consultation with the new Government, still in its earliest formative stage, and with the United Nations partners in the international community. The complexity and scope of this multidisciplinary peacekeeping operation require the three current professional posts dedicated to MONUC (1 P-5, 1 P-4, 1 P-3) at Headquarters and a new post (P-2), which will mean that four Political Officers will be dedicated to the handling of this very large and complex multidimensional Mission.

Asia and Middle East Division

Asia team (1 P-4, 1 P-3)

92. On 25 August 2006, the United Nations Office in Timor-Leste (UNOTIL) mandate ended and a new expanded multidimensional operation was established, the United Nations Integrated Mission in Timor-Leste (UNMIT). The Security Council gave UNMIT a wide-ranging mandate under its resolution 1704 (2006), which included a broad range of tasks, including: support to the Timorese Government and relevant institutions in consolidating stability, enhancing a culture of democratic governance and facilitating political dialogue among Timorese stakeholders; support for Timor-Leste in all aspects of the 2007 presidential and parliamentary electoral process; support to the national armed forces and the Ministry of Defence; support to the National Police Force of Timor-Leste and the Ministry of Interior, including in the restoration and maintenance of public security in Timor-Leste and assistance in the training, institutional development and strengthening of the national police and the Ministry of Interior; the promotion of human rights, justice and reconciliation, including through the completion of investigations into outstanding serious human rights violations committed in the country in 1999; support in institutional capacity-building, governance and development; humanitarian support; support in the promotion of gender equality and the empowerment of women; cooperation and coordination with United Nations agencies, funds and programmes and relevant partners (including international financial institutions and donors) of bilateral and multilateral assistance to Timor-Leste in post-conflict peacebuilding and capacity-building; provision of objective information to the Timorese people, in particular on the forthcoming 2007 elections and UNMIT activities, as well as assistance in building local media capacity; and ensuring, in coordination with the international security forces, the security and freedom of movement of United Nations personnel and the protection of United Nations facilities and installations. UNMIT, which is currently in its start-up phase, is a substantially larger and more

complex multidimensional Mission than UNOTIL. Extensive support and dedication, beyond the immediate challenges of the first post-independence parliamentary and presidential elections in April/May 2007, will be required to meet the security, political and development challenges posed by its mandated activities and reporting requirements. Given the breadth of the mandate and its integrated nature, it is critical that the Department of Peacekeeping Operations play an enhanced role in providing policy advice on key issues in a timely manner and that it actively coordinate with a number of actors, both within and outside the United Nations system, to ensure the effective implementation of the mandated tasks. To meet the additional demands of this significantly larger and more complex Mission, two additional posts (P-4 and P-3) are requested to support matters relating to civilian police and military liaison, security sector reform, administration of justice support, political good offices, human rights and transitional justice, elections, the international compact and institutional reform.

Middle East Team (1 P-3, 1 P-2, 1 GS (OL))

93. Following the month-long hostilities in July and August 2006, the Security Council, on 11 August, adopted resolution 1701 (2006), which led to a cessation of hostilities. UNIFIL was given a robust and expanded mandate, including the monitoring of the cessation of hostilities; assisting in the establishment of an area free of armed personnel, assets and weapons; assisting the Government in securing its borders; extending its assistance to help ensure humanitarian access to civilian populations; and taking all necessary action to ensure that its area of operations is not utilized for hostile activities. The Force's authorized strength was increased from 2,000 to 15,000, with a commensurate increase in its civilian staffing component. A Strategic Military Cell was established at Headquarters, comprising approximately 30 military personnel. The implementation of UNIFIL's enhanced mandate is currently in its early phase and is taking place in a very fragile political environment. It requires wide-ranging support to the Mission in a number of areas, including the Interim Maritime Task Force, which do not generally form part of peacekeeping mandates and where new modus operandi have to be established. For the provision of the required support to UNIFIL, in view of its expanded strength, the current allocation of desk officers at Headquarters is insufficient. Additional resources are required to cooperate with other United Nations departments, in particular the Department of Political Affairs. Two additional officers (P-3 and P-2) are requested to strengthen the operational support for UNIFIL. One General Service staff is also required for administrative support.

Integrated operational teams

94. As reflected in the comprehensive report (A/61/858, paras. 42-51), the development of the integrated operational teams have been designed to ensure more coherent and timely support for peacekeeping missions. Located within the Office of Operations and reporting to the Directors of the regional divisions, the teams will be responsible for the day-to-day support to peace operations, including the coordination and preparation of recommendations for senior management related to the planning and implementation of political strategy, the comprehensive United Nations approach and the implementation of integrated operational objectives. The teams will provide guidance to the field on the implementation of integrated operational objectives, mission benchmarks and management issues and will assist

in monitoring mandate implementation. The teams will also fulfil the reporting obligations of the Secretary-General to the Security Council. In addition, the teams will facilitate consensus on developing integrated solutions to problems faced by peacekeeping operations and will collectively support the missions politically and substantively in interactions with other United Nations entities and Member States, including the police- and troop-contributing countries, regional organizations and other stakeholders. Each team will also serve as an entry point for Member States, regional organizations, police- and troop-contributing countries and United Nations and non-United Nations partners on issues related to the planning and conduct of integrated peacekeeping operations. In so doing, the teams will form the core of the integrated mission task forces, ensuring that the views of other United Nations partners are included in the planning and monitoring of missions.

95. Each team will be composed of specialized political, military, police and mission support officers in order to ensure the integrated tasking of critical aspects of mission support and a full-time focus on Mission requirements. The teams will enable military, police and mission support personnel to be fully dedicated, for the first time, to the integrated management of peacekeeping operations, thus guaranteeing that the development of strategies, objectives, plans and guidance are built on appropriate specialized input and that such input is fully informed by first-hand knowledge of the situation as it develops in the field and by an integrated political approach to conflict resolution at the strategic and operational levels. These specialists will be responsible for coordinating and providing guidance to the various units in their home departments and divisions in order to support and deliver the right expertise and resources in a timely manner to the missions in the field.

96. All specialists in the integrated operational teams will need to be both experienced and sufficiently senior to ensure that they can interface directly with officials at the appropriate level in their respective departments/divisions. The teams will utilize the expertise, as required, from within other areas involved in peacekeeping, including mine action, public information, disarmament, demobilization and reintegration, judicial and legal reform, prisons systems, gender, HIV/AIDS, and human rights.

97. The integrated operational teams will be located within the proposed new structure of the regional divisions of the Office of Operations: the Asia and Middle East Division; the Europe and Latin America Division; and the Africa I and II Divisions. Each Division will have two sections. The Africa I Division will consist of the Sudan and Darfur Team and the East and Central Africa and African Peacekeeping Support Team. United Nations missions in East and Central Africa will comprise UNMEE, support to African peacekeeping capacity, Chad and the Central African Republic and planning for Somalia. The Africa II Division will comprise the West Africa section and the Great Lakes section. The missions covered in the West Africa section are the United Nations Integrated Office in Sierra Leone (UNIOSIL), the United Nations Mission in Liberia (UNMIL) and the United Nations Operation in Côte d'Ivoire (UNOCI). The Great Lakes section consists of two missions, namely, MONUC and the United Nations Integrated Office in Burundi (BINUB). The Asia and Middle East Division consists of the United Nations Military Observer Group in India and Pakistan (UNMOGIP), the United Nations Assistance Mission in Afghanistan (UNAMA) and UNMIT in the Asia section and the United Nations Truce Supervision Organization (UNTSO), the United Nations Disengagement Observer Force (UNDOF), UNIFIL and the United Nations Mission

for the Referendum in Western Sahara (MINURSO) in the Middle East/Western Sahara section. The Europe and Latin America Division has one section, including the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Interim Administration Mission in Kosovo (UNMIK), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Observer Mission in Georgia (UNOMIG). The Africa I and Africa II Divisions and the Asia and Middle East Division will each have two integrated operational teams dedicated for each section and the Europe and Latin America Division will have one team. All teams will be headed by a Principal Officer (D-1) who will report to the head of the Division (D-2). The staffing allocation is based on the size of the peacekeeping operations and the location and complexity of their mandates, also in accordance with the Brahimi principle.

98. The configuration of each of the seven integrated operational teams will be identical and will consist of nine of the following specialists/assistants: one Principal Officer (D-1); two Mission Support Specialists (P-5), one with extensive logistics experience and one with extensive administrative experience; two Military Liaison Officers, a Colonel (P-5) and one Lieutenant Colonel (P-4); two Police Officers (1 at either the P-5 or P-4 level, depending on the complexity of the rule of law mandate and level of police components within the responsibility of the particular team and 1 P-3). Each team will have the support of two General Service staff for administrative assistance. Policy/thematic advisers would be attached to the teams in a dedicated manner, as needed in response to operational requirements.

The design of each integrated operational team will consist of the following posts:

Principal Officer	1 D-1
Senior Administrative Officers (personnel and finance)	1 P-5
Senior Logistics Officer	1 P-5
Military Officers	1 P-5, 1 P-4
Police Officers	1 P-5, 1 P-4, 1 P-3
Administrative Assistant	2 General Service (Other level)

Principal Officer (2 D-1, 2 GS (OL))

99. Reporting to the Director of a regional division, the Principal Officer (D-1) will act as team leader for the integrated operational teams. The team leader will be responsible for assisting the Director and the Assistant Secretary-General for the Office of Operations in the executive direction of peacekeeping operations and will have day-to-day management responsibilities for the multidisciplinary teams. The incumbent will manage the team personnel, determining priorities, allocating responsibilities and ensuring a cohesive effort and will provide guidance to his or her staff and initiate and respond to external partners and major stakeholders. The post is crucial to coordinate and provide oversight for the significant political, managerial, logistical and financial responsibilities that accompany the increasingly multifaceted peacekeeping operations taking place in very challenging circumstances, which require timely, coordinated high-level advice as well as frequent crisis management interventions. As team leader, the incumbent will also be responsible for monitoring the developments and progress of difficult and highly

active multidimensional missions involving a diversity of interests and numerous parties in situations that require consistent and complex implementation of Security Council resolutions and the policies of the Secretary-General, and that often require innovative approaches. The team leader will also advise and provide direction to the Director and the Assistant Secretary-General for the Office of Operations and the other senior officials on actions, policy, political and operational issues relating to specific peacekeeping operations. The team leader will also lead the mission working groups and will, under the direction of the Director, ensure coordination between Departments and within the Department of Peacekeeping Operations, focusing on strategy and overall policy development. Two new posts (D-1) are requested for the Africa II and the Asia and Middle East Divisions, to manage the integrated operational teams within each Division. The Principal Officers will require the administrative support of one General Service post each.

Senior Administrative Officer (7 P-5)

100. The Senior Administrative Officer will be responsible for the planning, coordination and oversight of personnel and financial activities of the assigned missions. The functions of the post will include: developing administrative elements of peace operations contingency plans; preparing and submitting resource needs to the Department of Field Support to support administrative elements of peace operations contingency plans; overseeing the development of the administrative elements of mission contingency plans; integrating and developing administrative elements into concepts of operation; reviewing and coordinating mission budget submissions in consultation with the Department of Field Support; delivering mission budget briefings, in coordination with the Department of Field Support, to senior management and legislative bodies; monitoring mission implementation plans, programme budget outputs, planned resource usage and staffing needs, and coordinate administrative action as they occur; providing essential administrative information to and from peacekeeping missions to inform the planning process, programme budget process and execution of operation activities; as well as liaison with other areas of the Department of Peacekeeping Operations, the Department of Field Support, the Permanent Missions to the United Nations, offices, agencies and other parties on essential administrative issues, activities, coordinating actions and/or cooperation. Given that this function will be part of a newly designed concept, seven Senior Administrative Officers (P-5) are requested to provide the personnel and finance-related expertise needed for each integrated operational team.

Senior Logistics Officer (7 P-5)

101. The Senior Logistics Officer will have the following functions: serve as the point person for liaison between field missions and Headquarters staff on logistical matters, formulating requirements and monitoring the effectiveness of the logistics support to the missions; provide first-line expert advice on logistical support to the Principal Officers of specific missions; coordinate the planning activities and requests for logistics support for new, expanding or liquidating DPKO-supported field missions supported by the Department of Peacekeeping Operations, including the development of logistics planning assumptions and mission support plans; coordinate and review the assessments by the Integrated Support Service Division of mission support plans, liquidation plans, cost estimates and asset disposal plans prepared by field missions supported by the Department; develop and monitor

results-based budgeting outputs for missions, in line with the integrated mission planning process; provide budgeting considerations for the start-up, maintenance and liquidation phases of missions; receive and analyse requests for logistical support from missions; coordinate response actions within the Integrated Support Service Division and monitor the delivery of the goods and/or services required; monitor and assess the quality, efficiency, effectiveness and timeliness of logistical operations for the missions; advise special political missions on logistics management structures and staffing levels in order to ensure that they meet the requirements of logistics strategies; advise on the integration of civilian and military logistical capabilities; interpret and analyse periodic management reports and other relevant information in order to keep senior managers informed; identify issues requiring Headquarters intervention; recommend appropriate action and follow-up on decisions taken; prepare technical reports and briefings and deliver informal and formal presentations; assess and advise on risk management through the development of alternative courses of action; represent the integrated operational teams by providing logistical advice to selected working groups; and establish and maintain effective liaison with other divisions within the Secretariat, the missions and the Permanent Missions of the troop-contributing countries to the United Nations. All seven integrated operational teams will require expert advice and input from one Senior Logistics Officer (7 P-5).

Senior Military Liaison Officer (7 P-5)

102. The Senior Military Liaison Officer will have the following functions: advise, facilitate and coordinate military issues requiring the involvement of the troop-contributing countries and establish and maintain effective liaison with other units within the Secretariat, the field missions supported by the Department of Peacekeeping Operations and the Permanent Missions of the troop-contributing countries to the United Nations within the guidelines set by the current Military Adviser and his immediate staff; support the integrated operational teams and the Military Division in planning and integrating military elements into the development of strategic and operational estimates, concepts of operations and operational plans for assigned missions, support the assessment by the Military Division of military plans for missions and prepare expert military advice on related operational matters to the Principle Officers of the integrated operational teams; provide advice on military staffing and force generation levels to ensure they are commensurate with planned operations and activities in order to fulfil mission mandates; liaise and coordinate with other areas of the Department of Peacekeeping Operations, the Department of Field Support, the Permanent Missions to the United Nations, offices, agencies and other parties on essential military issues and activities and act as an intermediary between field missions and Headquarters staff on military matters; provide essential military advice, facilitate the flow of critical information to and from assigned missions to inform the planning process, the budget process and the implementation of operations and represent the integrated operational team and the Military Division by providing military advice to selected working groups, task forces and outside meetings; prepare technical reports and briefings, deliver informal and formal oral presentations and interpret and analyse periodic management reports and other relevant information in order to keep senior managers informed; coordinate response actions from the Military Division to the Principal Officers of the integrated operational teams and monitor their efficiency, effectiveness and timeliness; prepare and take part in integrated technical survey

missions and provide support for evaluation missions, as required; identify issues requiring Headquarters intervention, recommend/decide appropriate action in conjunction with the Military Division, follow up on decisions taken and assess/advise on risk management through the development of alternative courses of action; support the integrated operational teams and the Military Division in the development of military requirements for submission to the Department of Field Support and for results-based budgeting outputs for missions, in line with the integrated mission planning process; and oversee the work/functions of the Military Liaison Officer within the integrated operational team. All seven integrated operational teams will require expert advice and input from one Senior Military Officer (7 P-5).

Military Liaison Officer (P-4)

103. The Military Liaison Officer will have the following functions: assist in the development and integration of military requirements for new, expanding and liquidating missions including the development of military concepts of operations and strategic and operational plans; support the planning process and the development of results-based budgeting outputs for missions, in line with the integrated mission planning process; expedite the flow of critical information concerning the Military Division and the field missions, including within the integrated operational teams; assist in integrated technical survey missions; prepare expert military advice on operational matters for the missions and coordinate issues concerning the troop-contributing countries between the integrated operational teams, the Military Division, the Department of Field Support and the Department of Peacekeeping Operations; participate in meetings with troop-contributing countries; provide military input to briefings by the Principal Officers of the integrated operational teams and the Military Adviser; monitor military operations in assigned missions, including military operational support to the missions; liaise with other areas of the Department of Peacekeeping Operations, the Department of Field Support, the Permanent Missions to the United Nations, offices, agencies and other parties on essential military issues; act as an intermediary between field missions and Headquarters staff on military matters; prepare and analyse periodic management reports and other relevant information in order to keep senior managers informed, prepare technical reports, briefings and deliver informal and formal presentations; identify issues requiring Headquarters intervention and follow up on decisions rendered; represent the integrated operational teams by providing military advice to selected working groups, task forces and outside meetings; establish and maintain effective liaison with other units within the Secretariat, field missions supported by the Department and the Permanent Missions of the troop-contributing countries to the United Nations. All seven integrated operational teams will require the expert advice and input from a Military Officer (7 P-4).

Senior Police Liaison Officer (2 P-5, 5 P-4)

104. Under the direction of the Principal Officers of the integrated operations teams, and within limits of delegated authority, the Senior Police Liaison Officer is responsible for the following tasks pertaining to support for police mandate and law enforcement in peace operations: providing effective and strategic advice on mission-specific related issues; providing advice on operations support issues requiring policy decisions; developing and reviewing mission plans and concept of

operations for all police components of peace operations; reviewing the drafts of all reports of the Secretary-General to the Security Council and the General Assembly, including related issuances on the police components of peace operations; advising, facilitating and coordinating police issues requiring the involvement of police-contributing-countries and establishing and maintaining effective liaison with other units within the Secretariat, field missions supported by the Department and the Permanent Missions of the police-contributing countries to the United Nations within the guidelines set by the Police Division; supporting the integrated operational teams and the Police Division in planning and integrating police elements into the development of concepts of operations and operational plans for assigned missions and providing support to the assessment of police plans and the preparation of expert police advice on mission operational matters by the Police Division for the Principal Officers of the integrated operational teams; providing essential police advice and facilitating the flow of critical information to and from assigned missions to inform the planning process, the budget process and the implementation of operations; representing the integrated operational teams and the Police Division by providing police advice to selected working groups, task forces and outside meetings; drafting correspondence to United Nations departments, agencies, funds and programmes, regional organizations and Member States on mission-specific related issues; participating in field visits and preparing assessment reports; facilitating collaboration between the Police Division and other components at the operational level and between field missions and Headquarters; and coordinating and integrating activities with regard to police component within the integrated operational teams. Five integrated operational teams will require the expert advice and input from a Senior Police Liaison Officer (5 P-4). The Asia team in the Asia and Middle East Division and the Europe and Latin America Division both require a Senior Police Liaison Officer (2 P-5) owing to the complexity with the rule of law mandate and the level of police personnel in UNMIT, UNMIK and MINUSTAH.

Police Liaison Officer (7 P-3)

105. Under the direction of the Senior Police Liaison Officer of the integrated operations team, and within limits of delegated authority, the Police Liaison Officer is responsible for the following responsibilities pertaining to support for police and law enforcement in peace operations: assisting in liaison with Member States and regional organizations on mission-specific related issues, including by participating in meetings with police-contributing countries; drafting mission-specific code cables and related correspondences to peace operations; preparing daily highlight reports on mission-specific issues for submission to the Principal Officers of the integrated operational teams and Police Advisers; participating in field visits and preparing assessment reports; preparing talking points for senior representatives of the United Nations Secretariat on mission-specific issues; assisting in the preparation and review of budgetary documentation of the police components of peace operations, including results-based budgeting reports; assisting, in consultation with the Conduct and Discipline Unit of the Department of Peacekeeping Operations, in the provision to Member States of prompt and accurate information on any disciplinary matters related to their law enforcement officers seconded to United Nations peace operations; executing other tasks, as assigned, by the Principal Officers of the integrated operations teams; undertaking research and providing technical and police advice on operational matters as required; acting as an intermediary between

field missions and Headquarters staff on police matters; liaising with the Police Division on response actions and informing the integrated operational teams of the Division's position, as required; providing advice to missions in coordination with the Police Division's staffing and police selection to ensure they are commensurate with the planned operations and activities in order to fulfil mission mandates; preparing and analysing periodic management reports and other relevant information in order to keep senior managers informed and preparing technical reports and briefings and delivering informal and formal presentations; identifying issues requiring Headquarters intervention and following up on decisions taken. Seven Police Liaison Officers (7 P-3) are proposed to satisfy the required functions in the integrated operational teams.

106. The administrative workload of the integrated operational teams will increase as a result of the new model. Each of the seven teams will therefore require 1 General Service staff to support the extra workload of the team experts in the regional divisions.

Integrated Mission Planning Process Unit (1 P-5, 3 P-4, 1 GS (OL))

107. The successful functioning of integrated peacekeeping operations will depend on the extent to which coherent planning and support processes are in place to enable integrated planning and operational support. The integrated operational teams will form the core of the integrated mission task forces in developing strategic and operational plans and United Nations system guidance on integrated issues. The integrated mission planning process is the main tool of the United Nations system in developing integrated strategies and operations at the Headquarters and field levels. Significant progress has already been made in this regard. Ensuring the effective use of the integrated mission planning process will require continued expert planning support to the integrated mission task forces at Headquarters and in the field through the provision of advice, the development of integrated training and templates and the continued updating of the integrated mission planning process framework in order to reflect lessons learned and the evolution of peacekeeping practices. In order to provide support for the continued development and implementation of the planning process throughout Headquarters and the field, it is proposed that a dedicated Integrated Mission Planning Process Unit capacity be established.

108. The Unit will be relatively small and will be headed by a civilian (P-5), supported by three officers (3 P-4) with individual expertise in the areas of military, police and mission support. The Unit, which will require the support of one General Service staff, will coordinate with relevant units in the Department of Field Support, the Military and Police Divisions and other parts of the Department of Peacekeeping Operations, as well as with external partners.

Chief of the Integrated Mission Planning Process Unit (P-5)

109. The Chief of the Integrated Mission Planning Process Unit will: develop policy guidelines, standard operating procedures and support materials to facilitate the planning process across different phases of peacekeeping operations; act as a resource base for and facilitate the work of the regional directors and the integrated operational teams with regard to the implementation of the integrated mission planning process, by providing coherent, responsive planning guidance, particularly in connection with mission start-ups and in instances when mission mandates are

changed; ensure that integrated mission planning follows a mutually agreed political plan and is linked to the work of the Peacebuilding Support Office and the post-conflict needs assessment process; liaise with all relevant entities of the Department of Peacekeeping Operations and the Department of Field Support and with relevant United Nations agencies, funds and programmes to ensure that there is a unified implementation plan for the process.

Military Planning Adviser (P-4)

110. The Military Planning Adviser will provide advice to the Chief of the Integrated Mission Planning Process Unit to ensure that issues relating to military planning and military component management are appropriately considered and incorporated, as necessary, in the development of guidelines, standard operating procedures, templates and other associated procedures and processes for the integrated planning and assessment of missions. The incumbent will provide advice and develop recommendations with regard to guidance and/or standard operating procedures for the production of the following planning, guidance and directive documents: strategic assessments; planning directives of the Secretary-General; planning directives of the Under-Secretary-General; joint transition plans; generic objectives (terms of reference) for the conduct of technical surveys; draft mission plans (incorporating key elements of the military-strategic concept of operations); mission budget reports; directives to the Special Representatives of the Secretary-General (heads of mission).

Police Expert (P-4)

111. Under the direction of the Chief of the Integrated Mission Planning Process Unit, and within limits of delegated authority, the Policing Expert is responsible for the following tasks: ensuring that police and law enforcement issues are appropriately considered and incorporated, as necessary, in the development of guidance materials pertaining to integrated mission planning processes by the Unit; developing standard operating procedures and other issuances for the development of strategic assessments, joint transition plans, mission plans and reports of the Secretary-General and the review, monitoring and evaluation of such plans; acting as a resource for and facilitating the integrated operational teams in implementation of integrated mission planning processes.

Mission Support Planning Officer (P-4)

112. The Planning Officer in the Integrated Mission Planning Process Unit will provide advice to the Chief of the Unit to ensure that administrative and logistics component management issues are appropriately considered and incorporated in the development of guidelines, standard operating procedures, templates and other associated procedures and processes for integrated mission planning and the assessment of field operations. The Planning Officer is responsible for the creation of best practice guidance materials relating to administrative and logistics planning for United Nations peace operations and is charged with supporting the Chief of the Unit in the coordination, design, validation and dissemination of guidance materials, including the review and analysis of issues and trends and the preparation of impact evaluation or equivalent studies. The incumbent is responsible for maintaining working-level contact with human resources management, budget and finance, procurement and logistics counterparts in the Department of Field Support,

supporting the establishment and maintenance of a set of guidance materials for the integrated operations teams in the Office of Operations of the Department of Peacekeeping Operations through the effective articulation of sound policies, procedures, standards and tools, consistent with United Nations policy and practice, for proper accounting, administrative, financial, administrative and logistics management and control.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$16 074.9	$5 022.3	45.4%

113. The estimate of $16,074,900 provides for salaries, common staff costs and staff assessment for 52 continuing posts and 70 proposed new posts. The variance is due to the combination of an increase of 70 proposed posts, the transfer of 24 posts from the Office of Operations to the Office of the Under-Secretary-General, the transfer of one post to the proposed Partnership Unit within the Policy, Evaluation and Training Division and a marginal increase in standard salary posts.

	Cost estimates	*Variance*	
General temporary assistance	$1 048.4	$502.8	92.1%

Political Affairs Officer, United Nations Stabilization Mission in Haiti (P-4 (6 months))

114. MINUSTAH remains a complex and multidimensional peacekeeping operation. The successful holding of elections in 2006 has opened a window of opportunity for fundamental and sustainable change in Haiti. This imposes increased demands on the Mission to implement its complex mandated security, political and institutional support activities, which can only succeed through close collaboration and liaison with the United Nations system and the broader international community, including relevant regional organizations. Such support to Haiti's, both political and material, needs to be generated and maintained in order to ensure an integrated approach, involving all actors, including at the Headquarters level. In this regard, it is indispensable that the Department of Peacekeeping Operations play an increased role in providing policy guidance on key issues in a timely and effective manner and in actively coordinating its activities with a multiplicity of relevant partners, both within and outside the Organization, in order to ensure the success of the Mission. The activities of MINUSTAH may increase as focus shifts towards consolidating the gains made thus far and implementing the recent priorities outlined in Security Council resolution 1743 (2007). MINUSTAH is currently supported by one P-5 and one P-3. In light of the high level of guidance and support required, it is essential that a P-4 level officer be assigned to the Mission, on general temporary assistance, for a period of six months, after which time the Political Affairs Officer currently assigned to UNMIK, which is anticipated to close at the end of 2007, will be redeployed.

Chad and the Central African Republic (1 P-4, 1 P-3, 1 GS (OL))

115. Further to Security Council resolution 1706 (2006), key members of the Security Council and humanitarian partners are urging the establishment of a United Nations peacekeeping operation to assist in addressing the security situation in the regions along the borders between the Sudan and Chad and between the Sudan and the Central African Republic. Two technical assessment missions have already been conducted and the Secretary-General has submitted recommendations to the Council about a possible multidimensional peacekeeping operation in Chad. The Council has already authorized the deployment of an advance mission (see PRST/2007/2). Three temporary positions (1 P-4, 1 P-3, 1 GS (OL)) are requested under general temporary assistance to finalize the planning for the multidimensional presence and to manage the advance mission deployment of the full multidimensional United Nations presence, should it be authorized by the Council.

African peacekeeping capacity (1 P-5, 1 P-4, 1 GS (OL))

116. The United Nations commitment to long-term engagement in support of African peacekeeping capacity has been enhanced by the establishment of a dedicated capacity within the Department of Peacekeeping Operations to support this effort. The African Union Peace Support Team consists of a small presence in New York and a larger component in Addis Ababa. At present, the peace support team still lacks the dedicated capacity required to fulfil its tasks as only one P-4 Officer has been authorized by the legislative bodies. The continuation of the assignment of the one P-5 and one P-4 officers under general temporary assistance would provide support to African peacekeeping, as mandated by the legislative bodies, to coordinate and support the provision of assistance of the Department of Peacekeeping Operations to the African Union and other African peacekeeping partners. The support of one General Service (Other level) is critical to assist the Peace Support Team in meeting the demands for a joint partnership with the African Union.

Political Affairs Officer (1 P-4 (12 months))

117. A Political Affairs Officer (P-4), under general temporary assistance for a period of 12 months, is required to support the political affairs desk officers. At present, the staffing for several peacekeeping operations is below the recommended support levels outlined in the Brahimi report. Flexible baseline for desk officers in the Office of Operations (excluding D-level managerial posts) should be assigned at the minimum level of: three to four officers for large/complex peacekeeping operations; two to three officers for medium missions; and one to two for small and/or downsizing missions. The incumbent is required to provide additional backstopping capacity to address short-term surge needs related to developments in existing or potential missions, for example the current planning efforts for a possible mission in Somalia.

	Cost estimates	*Variance*	
Official travel	$846.9	($47.3)	(5.3%)

118. The official travel requirements are described below.

Type of travel	*Amount (United States dollars)*	*Output reference*
Missions planning and assessment	682 200	Provision of guidance to 16 peacekeeping operations on strategic, policy, political and operational matters Provision of advice to Permanent Missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues Provision of guidance and/or support to 16 operations on strategic, policy, political and operational matters
Political consultation and coordination	164 700	Provision of advice to Permanent Missions to the United Nations, United Nations agencies, Bretton Woods institutions, the international and regional governance bodies Provision of guidance to 16 peacekeeping operations on strategic, policy, political and operational matters
Total	**846 900**	

119. A provision of $682,200 is requested for official travel to strengthen the performance of peacekeeping missions by: providing them with strategic guidance on policy matters; backstopping them with supplementary Headquarters expertise; and participating in reviews and assessments of broad or complex mandated tasks. The provision also allows the senior staff of integrated operational teams travelling to mission areas to review mission activities and to carry out liaison with regional and local entities.

120. A requirement of $164,700 is also requested for official travel to create a conducive political environment for the implementation of the missions' mandated objectives, including travel to mission areas to hold consultations with stakeholders in peace processes in the host countries and in the region as well as in the capitals of key donors and multilateral groups.

	Cost estimates	*Variance*	
Facilities and infrastructure	$4.0	($98.9)	(96.1%)

121. The amount of $4,000 is requested for stationery and office supplies for the African Union peacekeeping capacity section in Addis Ababa. The variance is attributed to a decrease in the acquisition of office furniture during the 2006/07 financial period.

	Cost estimates	*Variance*	
Communications	**$8.0**	**($4.0)**	**(33.3%)**

122. The amount of $8,000 is required for commercial communications for support to the African Union peacekeeping capacity cell in Addis Ababa. The variance is attributed to a decrease in utilization.

3. Office of Military Affairs

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations on military issues in establishing potential or adjusting existing peacekeeping operations

Outputs

- Provision of advice to Member States, regional and international organizations, United Nations entities and other peacekeeping partners on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, as well as on the implementation of military aspects of peacekeeping operations
- 59 strategic analysis and assessment reports on significant operational developments in peacekeeping missions
- 41 private (Security Council requested) and informal meetings with troop-contributing countries to discuss new/anticipated developments and changes of mandate in peacekeeping missions
- Military concepts of operations for all potential and adjusting peacekeeping operations
- 20 coordination meetings with peacekeeping partners such as NATO, the European Union, the Standby High Readiness Brigade for United Nations Operations, the Economic Community of West African States (ECOWAS) and the African Union in order to improve cooperation with United Nations peacekeeping efforts
- Participation in 15 seminars with regional organizations, policy centres and think tanks on the utilization of military capacity in peacekeeping operations
- Revision of the 1998 edition of the table of equipment of the United Nations Standby Arrangements System
- Revision of the 2001 publication on the planning process for military operations

Expected accomplishment 2	*Indicators of achievement*
Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	2.1 Increase in the number of units at the rapid deployment level of the United Nations Standby Arrangements System (UNSAS) from 4 in 2005/06 to an estimated 6 in 2006/07, with a target of 10 in 2007/08

Outputs

- Updated databases on the United Nations Standby Arrangements System and the senior appointment pool
- 50 briefings to potential and current troop-contributing countries on UNSAS, commitment at the rapid deployment level and the senior appointment pool
- 4 assessment visits to emerging troop-contributing countries

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	3.1 Implementation of all recommendations related to field missions that are published in various reports of military or police components in peacekeeping missions

Outputs

- Strategic guidance to senior military mission leaders, including the organization of working visits to Headquarters, when needed
- Daily monitoring of and support to all military units
- Improve gender balance in deployed military forces, observers and Headquarters staff by actively soliciting female nominations from troop-contributing countries
- Management and administration of all individual and contingent deployments, rotations, and repatriations
- 10 predeployment induction and post-appointment briefings for senior military personnel
- 17 predeployment visits in connection with the continuing deployment and/or adjustment of missions
- Revision of force commander directives for seven ongoing field missions
- 2 cooperation meetings and 1 conference of heads of military components of missions

External factors

Member States will contribute the required military components to peacekeeping missions and resources will be provided in a timely manner to effect deployment.

(b) Human resources requirements

	Regular budget		Temporary posts									Total	
			Support account							Other			
Category	2006/07	2007/08	Approved 2006/07[a]	Transfers In:	Transfers Out:	New posts	Total proposed 2007/08	Change	Re-justified	2006/07	2007/08	2006/07	2007/08
Professional and above													
Under-Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
Assistant Secretary-General	—	1	—	—	—	—	—	—	—	—	—	—	1
D-2	1	—	—	1	—	—	1	1	—	—	—	1	1
D-1	—	—	1	—	(1)	—	—	(1)	—	—	—	1	—
P-5	1	—	3	—	—	1	4	1	—	—	—	4	4
P-4	—	—	36	—	—	12	48	12	—	—	—	36	48
P-3	—	—	6	—	—	—	6	—	—	—	—	6	6
P-2/P-1	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**2**	**1**	**46**	**1**	**(1)**	**13**	**59**	**13**	**—**	**—**	**—**	**48**	**60**
General Service													
Principal level	—	—	—	—	—	—	—	—	—	—	—	—	—
Other level	2	2	14	—	—	2	16	2	—	—	—	16	18
Security service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**2**	**2**	**14**	**—**	**—**	**2**	**16**	**2**	**—**	**—**	**—**	**16**	**18**
Total	**4**	**3**	**60**	**1**	**(1)**	**15**	**75**	**15**	**—**	**—**	**—**	**64**	**78**

(c) Financial resource requirements

(Thousands of United States dollars)

			Variance	
Category	Apportionment (2006/07) (1)	Cost estimates (2007/08) (2)	Amount (3)=(2)–(1)	Percentage (4)=(3)÷(1)
I. Post resources	9 716.2	11 507.6	1 791.4	18.4
II. Non-post resources				
Consultants	67.4	—	(67.4)	(100.0)
Official travel	714.1	650.8	(63.3)	(8.9)
Subtotal II	**781.5**	**650.8**	**(130.7)**	**(16.7)**
Total I and II	**10 497.7**	**12 158.4**	**1 660.7**	**15.8**

(d) Justification of posts

Office of the Military Adviser

Military Policy Development Officers (2 P-4, 1 GS (OL))

123. The Office of the Military Adviser provides guidance and advice to peacekeeping partners on military aspects of peace negotiations, agreements and operations, including strategic and operational planning, and on the implementation of military action of peacekeeping operations. Within the structure of the Office, the existing Chief of Staff orchestrates the overall direction and objectives of the Office of Military Affairs, including the quality of input provided to the Military Adviser, senior management and all elements of the United Nations in day-to-day interaction with the staff of the Office of Military Affairs, field missions, Member States, peacekeeping partners and intergovernmental bodies. Currently, there are no officers dedicated to provide assistance to the Chief of Staff with the necessary research, coordination, and drafting skills required to formulate military policy. Given the increasing number of complex peacekeeping missions and ongoing efforts to integrate all aspects of field missions and United Nations Headquarters operations, there is a critical need to increase the capacity of the Office of the Military Adviser with two military officers who would work as Military Policy Development Officers (2 P-4).

124. The Military Policy Development Officers will: coordinate and accelerate key decisions and communications between United Nations headquarters and Member States involving all military matters; develop and prepare the position of the Office of Military Affairs on all issues; prepare and review standard operating procedures of the Office of Military Affairs; coordinate and review briefing material for the Military Adviser; assist in resolving policy issues within the Office of Military Affairs; ensure desk-level coordination within the Services; and maintain close working relationships with the military advisers of Member States.

125. In this regard, it is noted that the contribution of the Office of Military Affairs to the Department's guidance project has stalled owing to insufficient capacity. The addition of two military officers will clearly strengthen the capacity of the Office of Military Affairs to work on evolving military policy issues. In view of the increase in the number of Professional level staff, one additional General Service post (GS (OL)) is requested to provide administrative support. It is also proposed that the regular budget post of Chief of Staff (P-5) be reclassified as the Special Assistant to the Assistant Secretary-General, Rule of Law and Security Institutions. Therefore, it is proposed that the post of Chief of Staff to the Military Adviser (P-5) be re-established under the support account.

Current Military Operations Service (4 P-4)

126. The Current Military Operations Service within the Office of Military Affairs provides in-depth expertise on a number of subjects to field missions, anticipates events in mission areas, directly supports the Military Adviser with analysis related to current operations in specific missions and across the missions and enhances the response of the Department to troop-contributing countries. The Service also updates all mission documents on daily events/operational developments and conducts meetings and communicates with TCC the Permanent Missions of troop-contributing countries. The Chief of the Section oversees nine Officers, including

the Deputy Chief, who cover all 18 missions led by the Department of Peacekeeping Operations. MONUC, UNMIS and UNOCI are covered by one officer each owing to their complexity, while the other six officers cover the other 15 missions, that is, one officer is responsible for two or three peacekeeping missions. With such an overburdened workload, it is difficult for officers to handle unexpected crisis situations that affect the readiness of peacekeeping operations. As a result of unexpected crises, the workload of the officers of the Service has increased tremendously, with no increase in staffing levels. In addition, the increased workload prevents desk officers from undertaking other critical tasks, such as revising policies, doctrine or other fundamental documents.

127. Strengthening the capacity of the Office of Military Affairs will allow the office to carry out in-depth situation analysis in addition to its current work of data collection. The structure will also provide capacity for substantial military input or full-time participation in crisis management teams. The Current Military Operations Service also needs to establish proper back-up coverage when mission desk officers are on official travel or absent from Headquarters. Four additional Peacekeeping Officers (P-4) are needed to staff the four regional teams with a complement of three desk officers each. The proposed structure will mean that each mission will receive the required level of support and will allow the Deputy Chief to focus on cross-cutting issues relevant to all peacekeeping operations and the internal systems of the Service. The additional Peacekeeping Officers will permit better coverage and follow-up on military issues in current peacekeeping operations, where more than 80,000 troops are deployed.

Force Generation Service (1 P-4, 1 GS (OL))

128. The Force Generation Service within the Office of Military Affairs manages force generation, rotation and repatriation processes for both formed units and individuals deployed as part of the military component of United Nations peacekeeping operations. The Service currently consists of 22 staff members, 15 at the Professional level and seven at the General Service level, organized into three teams: the force generation team, the military personnel team and the UNSAS team. The military personnel team (1 P-4, 1 P-3 and 1 GS (OL)) provides personnel policy regarding the appointment, employment and conditions of service of these units and individuals, including maintaining records relating to individual service and statistics. The UNSAS team (1 P-4, 1 P-3 and 1 GS (OL)) manages the Standby Arrangements System and strategies for military readiness. The system is designed to register, track and analyse military personnel to be deployed methodically and as rapid as possible.

129. The heart of the Force Generation Service is the force generation team, which currently has 10 P-4 posts. Since the creation of the Force Generation Service in 2002, the workload has doubled owing to the increase in the number of missions and, more specifically, the number of troops serving in field missions. For example, in November 2002, the number of troops was 35,745 (1,766 United Nations military observers and 33,979 contingent members) compared with 73,638 (2,678 United Nations military observers and 70,960 contingent members) in November 2006, which is more than double the number in a four-year period. The impact of this growth means that officers who are assigned to one mission are required to cover two or even three missions.

130. With the doubling in the number of troops to be managed, new tasks have also been added to the workload, including predeployment visits, assessment visits and an increased need to provide information, including statistical information, to Member States, legislative bodies such as the Special Committee for Peacekeeping Operations, the Office of Internal Oversight Services and senior management and offices within the Department.

131. In order to apply the required effort to the core task of force generation and to manage the new tasks, other areas have suffered, specifically development of UNSAS and support to the Office of Mission Support on longer-range projects such as the contingent-owned equipment management project and contingent-owned equipment working groups.

132. An increase of one Planning Officer (P-4) is required to improve in the areas needing additional support and to meet future challenges to required standards. Specifically, the incumbent will restore the UNSAS team to a level of operational efficiency. In addition to strengthening the capacity to continue supporting future standby arrangements, the team will be better equipped to respond to the requests of Member States and other agencies for assistance and information. A proposed additional General Service post will also provide dedicated administrative support to the UNSAS team.

133. A negative result of the doubling of troops serving in field missions and the surge in the number of actual missions is the reduction in the staffing of the UNSAS team to only one officer. The related work that is emerging from the evolution of the enhanced rapidly deployable capacities policy and its relationship to the UNSAS rapid deployment level will not be sustainable without reinforcement. One additional P-4 will enable the Force Generation Service to manage the new policies and coordinate related work with the Office of Mission Support, specifically issues involving memorandums of understanding and contingent-owned equipment.

134. An additional General Service post is required to stabilize the workload of the General Service staff who are required to administer the rotations of all staff officers and experts on mission.

Military Planning Service (5 P-4)

135. The Military Planning Service within the Office of Military Affairs prepares and revises all military strategic plans, including military-strategic concepts of operations, military force requirements, directives of the military commanders and, if applicable, the military rules of engagement. The Service is also responsible for the comprehensive assessment of the implications of political and geostrategic factors, identifying logistic support capacity and military and non-military threats and determining the most appropriate military force required to support the Organization's objective.

136. The Military Planning Service comprises a Chief (P-5), 11 Planning Officers (P-4), three Planning Officers (P-3) and three General Service staff. The Service currently provides planning support to 18 missions, the evolution of three proposed missions as well as monitoring political missions that have peacekeeping elements or are regionally associated with peacekeeping missions. It should be noted that the Service continues to maintain a planning and coordination overview of UNI[illegible] in conjunction with the Headquarters-based Strategic Military Cell.

137. At present, 14 Planning Officers are responsible for 18 peacekeeping operations. Many officers are responsible for more than one mission and some provide backstopping support to officers responsible for large and complex missions. The officers are constantly reviewing and developing key planning and guidance documents in accordance with mandate review activity required by the Security Council and mission review activity required by the Department of Peacekeeping Operations. Such reviews and the associated production of information briefs and formal presentations to senior management, troop-contributing countries, committees from Member States, and the Security Council involve the investment of considerable time and effort on the part of the officers. The incumbents are also required to produce initial planning estimates, military-strategic concepts of operations, force requirements clearly describing desired military capabilities and command directives to guide military commanders in the field and to work closely with Legal Affairs Officers to develop appropriate rules of engagement for the use of force by armed military personnel. The comprehensive planning responsibilities in support of current missions and possible future missions prevent the officers from giving due attention to the important functions described above. To strengthen the Military Planning Service, posts for five Planning Officers are requested. The functions for each officer are described in further detail below.

Deputy Chief, Military Planning Service (P-4)

138. A post for a Deputy Chief of the Military Planning Service to support the work of the Chief of the Military Planning Service in responding to planning requirements of all peacekeeping operations is requested. The responsibilities of the incumbent will include ensuring timely and constructive timely contributions to policy development by the Department of Peacekeeping Operations and the Office of Military Affairs and timely response to requests by those bodies for evaluation and assessment of position papers and related documents. The incumbent will also have responsibility for administrative issues, for ensuring that deadlines and benchmarks of the Office of Military Affairs are met, for the evaluation and selection process for new staff and for the induction and training of such staff. The Deputy Chief will be the officer-in-charge of the Service in the absence of the Chief. Current mission planning demands on both the Chief and the desk officers prevent these important cross-cutting responsibilities from being adequately addressed.

139. The functions of the Chief are to support the Military Adviser on specific high priority mission planning issues which consumes considerable time and effort, and to work closely with senior staff in the Department of Peacekeeping Operations and senior advisers to the Members of the Security Council to inform them of key decisions with respect to the conduct of peacekeeping missions. Without a dedicated Deputy Chief of Service, the execution of important cross-cutting and coordination tasks is delayed or the tasks must be assigned to Planning Officers, depending on that availability. In order that due attention may be given to the above tasks and to planning support for missions, a P-4 post for Deputy Chief of the Military Planning Service is requested.

Planning Officers (long-term planning, 2 P-4)

140. Two Planning Officers are required for long-term planning within the Military Planning Service to perform two important functions: dedicated mission start-up

planning for new missions; and dedicated regional crisis monitoring for evolving crisis assessment and monitoring.

141. During the start-up phase of new missions, the Planning Officers will serve as dedicated focal points for all technical assessments, enabling the continuity of United Nations-specific expertise in the area of military strategy. In this capacity, the officers will act as a link at the strategic level between the Office of Military Affairs and other entities of the Department of Peacekeeping Operations. The officers will either produce or initiate the production of initial strategic military documents for new missions, that is, strategic and operational estimates, military-strategic concepts of operations, force requirements, rules of engagement and the directives of the military commanders. The officers will also provide specialized military input reports of the Secretary-General, including specific recommendations for action with respect to potential missions. At present, the Military Planning Service is unable to provide a standard response during the mission start-up phase

142. The second function of the two proposed Planning Officers is to provide dedicated regional-based crisis monitoring and assessment in close cooperation with the Office of Operations. The officers will provide continuous military assessment of any evolving or sudden crises around the world to enable timely and internally coordinated assessments and recommendations for decision-making at the executive level. The officers will also provide specialized military input to reports of the Secretary-General, recommending specific action with respect to evolving or sudden crises. In the absence of dedicated long-term Planning Officers, such important assessment and monitoring tasks are distributed to existing Planning Officers, who are already working beyond their capacity. The current workload of the Military Planning Service prevents sufficient attention being given to the above tasks, and frequently means that insufficient attention is given to planning support for some missions in order that the Service may address high priority assessment tasks related to new missions.

Planning Officer (capability development, P-4)

143. A Planning Officer for capability development will act as a military planning focal point to respond to the request of Member States for continuous improvement in the employment of military forces in United Nations peacekeeping operations. The officer will be the military capability analysis focal point within the Department of Peacekeeping Operations, serving, in particular, the Special Committee on Peacekeeping, the Peacekeeping Best Practices Section, the Office of Operations, the Police Division and the Office of Mission Support. The incumbent will also be the military capability analysis focal point for missions, in particular for heads of mission and their military commanders, providing a dedicated military planning specialist for the conduct of comprehensive analysis of military capabilities, application of military force, military-civilian (including police) cooperation and coordination, military logistics support coordination and requirements within missions and other issues raised by Member States, heads of mission or senior staff of the Department of Peacekeeping Operations. Following such comprehensive analysis, the initiating authority would review conclusions and provide further guidance on the development of new secretariat policies or conduct wider deliberations upon the conclusions presented. In the absence of a Planning Officer for capability development, the above important development and analysis tasks are

being distributed to existing Planning Officers whose capacity has been stretched to the limit.

144. Given its current workload, the Military Planning Service cannot give sufficient attention to the above-mentioned tasks, and must often limit attention given to some missions in order to address the requirements of Member States and senior management.

Planning Officer (policy and doctrine, 1 P-4)

145. The Planning Officer will act as a focal point for the continuous process of developing and reviewing military doctrine and policy of the Department of Peacekeeping Operations. He or she will serve as a dedicated military planning specialist for the identification and analysis of military-related policy gaps and also contribute specialized military advice to the development of new doctrine and policies by the Department in this field. The incumbent will provide a dedicated military planning specialist for the review of extant doctrine and policies of the Department in response to specific needs identified in mission evaluation processes, reports of the Secretary-General, recommendations of heads of mission, directions of senior staff of the Department or in the results-based budgeting process. The officer will be the focal point for military policy within the Office of Military Affairs for the development of the Office's position on issues raised by the Peacekeeping Best Practices Section, the Office of Operations, the Police Division and the Department of Field Support. The incumbent will also be the focal point for military policy for missions, in particular for heads of mission and their military commanders. In the absence of a dedicated policy and doctrine Planning Officer, the above important policy analysis and development tasks are not being given the full attention and dedication required to produce solid analysis for the development of policies and doctrines. The current workload of the Military Planning Service prevents sufficient attention from being given to these tasks, and often means that less attention is given to planning support for some missions.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$11 507.6**	**$1 791.4**	**18.4%**

146. The estimate of $11,507,600 provides for salaries, common staff costs and staff assessment for 60 continuing posts and 15 proposed new posts. The variance is due to an increase of 15 proposed posts, the transfer of one post from the Office of Rule of Law and Security Institutions and a marginal increase in standard salary costs.

	Cost estimates	*Variance*	
Official travel	**$650 800**	**($63.3)**	**(8.9%)**

147. The official travel requirements are described below.

Type of travel	*Amount (United States dollars)*	*Output reference*
Missions planning and assessment	592 700	Strategic guidance to senior military mission leaders, including organization of working visits to Headquarters, when needed
		2 cooperation meetings and 1 heads of military components of missions conference
		Management and administration of all individual and contingent deployment, rotations and repatriations
		4 assessment visits to emerging troop-contributing countries
		17 predeployment visits in connection to continuing deployment and adjustment of missions
		Revision of the 1998 edition of the UNSAS table of equipment
		Military concepts of operations for all potential and adjusting peacekeeping operations
		Daily monitoring of and support to all military units
Political consultation/ coordination	58 100	20 coordination meetings with peacekeeping partners, including NATO, the European Union, SHIRBRIG, ECOWAS and the African Union to improve cooperation with United Nations peacekeeping efforts
		Participation in 15 seminars on utilization of military capacity in peacekeeping operations with regional organizations, policy centres and think tanks
Total	**650 800**	

148. A requirement of $592,700 is requested by the Office of Military Affairs for official travel to conduct mission planning and assessment, including: strategic guidance by senior management to senior military mission leaders; visits by force generation officers to missions to revise contributions of troop-contributing countries and to assist missions with major equipment, self-sustainment and military personnel issues; the conduct of predeployment visits, official travel by military planning officers to peacekeeping missions in anticipation of mission reviews in order to assess security in post-electoral situations and to support to the extension of state authority; and official travel by military planning officers to peacekeeping missions to evaluate possible changes in the military components, mandates, tasks and structure.

149. The Office of Military Affairs is requesting $58,100 for travel and participation in political consultations and coordination meetings with external and regional entities. The travel requirement will enable Liaison Officers from the Office of Military Affairs to better integrate action by African institutions into international responses to peace and security issues and to integrate action by European institutions into international responses to peace and security issues.

4. Office of Rule of Law and Security Institutions

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*	
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop/police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	Security Council and General Assembly resolutions endorse all recommendations on police, judicial, corrections, disarmament, demobilization and reintegration and security sector reform issues proposed by the Secretary-General
	1.2	Security Council resolutions incorporate the recommendations of the Secretary-General on mine action and explosive remnants of war during establishment of or adjustments to peacekeeping operations
	1.3	Increase in the number of police-contributing countries (2005/06: 85; expected in 2006/07: 86; target in 2007/08: 95)
	1.4	Increase in the contribution of police personnel for service with peacekeeping operations (2005/06: 7,500; expected for 2006/07: 8,500; target for 2007/08: 12,000)

Outputs

Police Division

- Provision of advice to United Nations agencies, departments, funds and programmes, United Nations legislative bodies and Member States on policies and procedures regarding United Nations police
- Provision of advice on law enforcement-related matters in the context of the negotiation of peace agreements
- Development and amendments to five concepts of operations for the police components of United Nations peacekeeping operations to be included, inter alia, in reports of the Secretary-General to the Security Council
- Provision of advice on law enforcement-related issues in 25 reports of the Secretary-General as well as in resolutions and other issuances of the Security Council and other United Nations legislative bodies
- Distribution of two guidelines pertaining to the deployment of United Nations police officers, including members of formed police units in peacekeeping operations, to all police-contributing countries

- 10 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units
- Participation in 15 seminars, workshops or conferences on law enforcement, rule of law and related aspects of peace operations with other United Nations departments, agencies, funds or programmes as well as with Member States, academic institutions and non-governmental organizations
- Organization of five meetings with police-contributing countries on policy issues, the activities of the Police Division and the standing police capacity and cross-cutting law enforcement-related matters in peace operations
- Organization of 19 mission-specific meetings with police-contributing countries on police components of 13 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNMIT, MINURSO, UNIOSIL, MONUC, UNOCI, UNMIK, UNAMA, UNFICYP, UNOMIG and the United Nations Operation in Burundi (ONUB))

Mine Action Service

- 10 briefings to 25 Member States and 10 briefings to individual Member States on mine action and explosive remnants of war
- Presentations and/or representation at four international forums related to mine action and explosive remnants of war
- Annual report on the activities of the Mine Action Service, including programmes partly funded by assessed contributions
- Contributions to mine action sections in the reports of the Secretary-General to the Security Council on MONUC, UNMIS, UNIFIL, the United Nations Mission in Ethiopia and Eritrea (UNMEE) and MINURSO
- Development and/or updating of contingency plans, in collaboration with United Nations agencies, for two potential peacekeeping operations
- Updating of the e-mine website, sustaining 60,000 usage sessions per month, including mine action reports, public information materials and operational data from five mine action programmes in peacekeeping operations

Criminal Law and Judicial Advisory Section, Disarmament, Demobilization and Reintegration Section and Security Sector Reform Section

- Provision of advice to United Nations agencies, departments, funds and programmes, United Nations legislative bodies and Member States on policies and procedures regarding United Nations judicial and legal systems, prison systems, disarmament, demobilization and reintegration and security sector reform
- Participation in six seminars, workshops or conferences on justice, prison systems and disarmament, demobilization and reintegration and/or security sector reform aspects of peace operations with other United Nations departments, agencies, funds or programmes, Member States, academic institutions and non-governmental organizations
- Review by the Office of the Assistant Secretary-General of 30 mission plans for legal and judicial, prison and security sector reform support components of peace operations
- Participation in five workshops, seminars and conferences related to rule of law and security

- 10 briefings to senior representatives of United Nations departments, funds, agencies and programmes, Member States and other entities related to rule of law and security institutions
- Issuance of a report of the Secretary-General on security sector reform

Expected accomplishment 2	*Indicators of achievement*	
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1	Maintenance of 30-day time frame for the initial deployment of police to new peacekeeping missions
	2.2	Deployment of the standing police capacity team within 7 days of the adoption of a Security Council resolution establishing the police component of a peacekeeping operation
	2.3	Reduction in the time required for the appointment of senior leadership of the police component from 60 days in 2006/07 to 30 days after the adoption of a Security Council resolution establishing the police component of a peacekeeping operation (target 2008/09: 20 days)
	2.4	Deployment of mine action assets to support a mission within 14 days of Security Council resolution
	2.5	Increased efficiency in deploying justice, corrections, disarmament, demobilization and reintegration and security sector reform personnel to peace operations

Outputs

Police Division

- 30 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified personnel
- 50 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessment/inspection of formed police units
- Development of three manuals and three policies by the United Nations standing police capacity for local police on management, administration and operations procedures and police reform plan
- Assistance to police components in two existing peacekeeping operations for 3 months by the standing police capacity team with expert enhancement (training, reform, investigation and communications) and corrective activities in support of national law enforcement capacity-building

Mine Action Service

- Training exercise to test the United Nations Framework for Mine Action Planning and Rapid Response with United Nations agencies and non-governmental organization partners
- Update of the United Nations Framework for Mine Action Planning and Rapid Response following lessons learned during the exercise

Criminal Law and Judicial Advisory Section

- 150 interviews with applicants for positions as prisons officers in the field

- Technical clearance of 200 judicial affairs and 50 corrections officers for inclusion in rosters
- Development of programme for outreach to potential applicants for judicial and corrections posts

Disarmament, Demobilization and Reintegration Section

- Technical clearance of 200 disarmament, demobilization and reintegration officers
- Conduct of a United Nations inter-agency disarmament, demobilization and reintegration simulation exercise
- Development of senior managers training course for potential disarmament, demobilization and reintegration officers

Security Sector Reform Section

- 1 Departmental policy directive on security sector reform
- 1 study by external consultants on options for structuring security sector reform capacities within integrated mission structures
- 2 sets of Departmental guidelines on the establishment and implementation of security sector reform strategies in the post-conflict context
- Establishment and support to inter-agency task force on security sector reform

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	Detailed mandate implementation plans for police components issued by the Department of Peacekeeping Operations, implemented by 9 peacekeeping operations (UNMIL, MINUSTAH, MONUC, UNOCI, UNMIK, MINURSO, UNMIS, UNMIT and ONUB)
	3.2	United Nations Rule of Law Index implemented in two peacekeeping operations
	3.3	Memorandums of understanding for mine action projects to be signed within 40 days of identification of project needs (2005/06: 56 days; planned for 2006/07: 45 days; target for 2008/09: 35 days)
	3.4	Lessons learned and best practices in the areas of disarmament, demobilization and reintegration and security sector reform adopted as policies and procedures in mission operations
	3.5	Policy directive on strengthening judicial and legal systems adopted by the expanded senior management team of the Department
	3.6	Guidance materials in the justice and prison areas are further developed and updated

Outputs

Police Division

- Initial deployment, rotation and extension of 15,000 United Nations police officers, including members of formed police units, in 17 peace operations, including special political missions
- Provision of instructions and guidance, including preparation of detailed plans for the implementation of mandates, to the police components of peace operations in respect of their mandated functions, i.e. interim law enforcement and/or security support to national law enforcement agencies and/or support for capacity-building of national law enforcement agencies
- Development of Departmental policies pertaining, inter alia, to: assessment and capacity-building of law enforcement agencies; census, registration and vetting of law enforcement officials; interim law enforcement; functions and organization of formed police units; and community policing and key related matters
- 5 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared by using the proposed United Nations Rule of Law Index
- Organization of the annual conference of heads of police components to provide guidance and instructions on directives, policies and guidelines and share lessons learned and best practices
- Operational visits to 11 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNMIT, MINURSO, MONUC, UNOCI, UNMIK, UNFICYP, UNOMIG and ONUB) to advise and assist the police component
- 8 predeployment induction and post-appointment briefings for heads of police components of peace operations
- Participation in 4 predeployment training seminar/workshops for United Nations police and formed police units

Mine Action Service

- Advice on and approval of workplans for 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO)
- Biannual assessment and recommendations regarding efficacy of 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO), including an annual technical mission and review of memorandums of understanding with troop-contributing countries providing mine action resources
- Inclusion of project proposals for mine action activities in 5 mine action programmes (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO) included in the United Nations mine action portfolio
- Annual review of technical missions in best practices and lessons learned and development and electronic posting of mission-specific workplans for 5 missions (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO)
- Provision of training of trainers, materials and technical oversight for landmine safety briefings in collaboration with United Nations agencies in 5 mission areas

Criminal Law and Judicial Advisory Section, Disarmament, Demobilization and Reintegration Section and Security Sector Reform Section

- Organization of the annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and to share lessons learned and best practices
- Operational visits to five peacekeeping operations (MINUSTAH, UNMIL, UNMIT, MONUC and UNOCI) to advise and assist the justice and corrections components
- Issuance of new policies to all peacekeeping operations on the following areas: disarmament, demobilization and reintegration, rule of law and security sector reform
- Development of reporting templates to increase the effectiveness of mission reporting on justice and prison system issues
- Development of a methodology for Headquarters review of the activities of the mission justice and corrections components
- Updated prisons guidance manual
- Needs assessment visits to peacekeeping missions and provision of expert advice in the areas of disarmament, demobilization and reintegration and security sector reform
- Department position paper on linkages between disarmament, demobilization and reintegration and security sector reform
- 2 visits to identify and work with partners in security sector reform (the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) in Paris and the Department for International Development of the Government of the United Kingdom of Great Britain and Northern Ireland in London)

External factors

Member States will provide the necessary political and financial resources and peacekeeping partners will provide the necessary support required to implement mission mandates

(b) Human resources requirements

			Temporary posts										
			Support account										
	Regular budget			Transfers			Total			Other		Total	
Category	2006/07	2007/08	Approved 2006/07	In:	Out:	New posts	proposed 2007/08	Change	Re-justified	2006/07	2007/08	2006/07	2007/08
Professional and above													
Under-Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
Assistant Secretary-General	—	1	—	—	—	—	—	—	—	—	—	—	1
D-2	—	1	1	—	(1)	—	—	(1)	—	1	1	2	2
D-1	—	—	1	1	—	—	2	1	—	—	—	3	4
P-5	—	1	4	2	—	3	9	5	—	2	2	8	14
P-4	—	—	27	3	(1)	26	55	28	—	4	4	33	61
P-3	—	—	17	3	—	13	33	16	—	6	6	17	33
P-2/P-1	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**—**	**3**	**50**	**9**	**(2)**	**42**	**99**	**49**	**—**	**13**	**13**	**63**	**115**
General Service													
Principal level	—	—	—	—	—	—	—	—	—	—	—	—	—
Other level	—	—	8	2	—	7	17	9	—	6	6	14	23
Security Service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**—**	**—**	**8**	**2**	**—**	**7**	**17**	**9**	**—**	**6**	**6**	**14**	**23**
Total	**—**	**3**	**58**	**11**	**(2)**	**49**	**116**	**58**	**—**	**19**	**19**	**77**	**138**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment (2006/07) (1)	Cost estimates (2007/08) (2)	Variance	
			Amount (3)=(2)-(1)	Percentage (4)=(3)÷(1)
I. Post resources	7 471.2	15 789.6	8 318.4	111.3
II. Non-post resources				
General temporary assistance	—	81.7	81.7	—
Consultants	—	300.0	300.0	—
Official travel	907.7	987.8	80.1	8.8
Communications	83.4	70.3	(13.1)	(15.7)
Information technology	164.8	—	(164.8)	(100.0)
Medical	2.1	3.7	1.6	77.1
Other supplies, services and equipment	50.9	75.9	25.0	49.1
Subtotal II	**1 208.9**	**1 519.4**	**310.5**	**25.7**
Total I and II	**8 680.1**	**17 309.0**	**8 628.9**	**99.4**

(d) Overview of the Office of Rule of Law and Security Institutions

150. The strategic direction, management and administration of a holistic, integrated approach to United Nations support for the rule of law and security institutions in peace operations requires structures and processes that clearly link all components of the rule of law. It is therefore recommended that the police, judicial, corrections, disarmament, demobilization and reintegration, mine action and security sector reform support functions be brought together under the Office of Rule of Law and Security Institutions. The Office will be responsible for five areas, including the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section, the Security Sector Reform Section and the Mine Action Service. To oversee and coordinate the range of activities under the purview of the Office, it is proposed to create a new post of Assistant Secretary-General for the Rule of Law and Security Institutions under the regular budget. The incumbent will report directly to the Under-Secretary-General for Peacekeeping Operations.

(i) Transfer of existing posts

151. A total of 67 posts will be redeployed from existing offices to form the proposed Office of Rule of Law and Security Institutions, 53 (1 D-2, 2 D-1, 4 P-5, 25 P-4, 14 P-3, 7 GS (OL)) support account posts will be transferred from the current Police Division; six posts (1 P-5, 2 P-4, 2 P-3, 1 GS (OL)) will be redeployed from the Peacekeeping Best Practices Section to comprise the Criminal Law and Judicial Advisory Section; four posts will be redeployed from Peacekeeping Best Practices Section to form the Disarmament, Demobilization and Reintegration Section; and the five existing posts (1 P-4, 3 P-3, 1 GS (OL)) will remain within the Mine Action Service. The position of Police Adviser (D-2) would be transferred to the regular budget from the support account and one P-4 would be

transferred to the Conduct and Discipline Unit of the Department of Field Support from the Police Division. In addition, an existing support account post (D-1) would be redeployed from the Military Division to the Police Division for the Deputy Police Adviser position.

(ii) Justification of new posts

152. In addition to the 67 posts that are to be transferred into the Division, a total of 51 new posts are proposed for the Office of Rule of Law and Security Institutions, with the total strength of the office being proposed at 118 posts. Two of the 51 new posts, the Assistant Secretary-General and his or her Special Assistant (P-5), are proposed and presented under the regular budget (see A/61/858/Add.2), while the 49 remaining posts (3 P-5, 26 P-4, 13 P-3 and 7 GS (OL)) are requested under the support account. Details on the requested posts are provided below.

(e) Justification of posts

Office of the Assistant Secretary-General (2 P-4, 3 GS (OL))

153. The proposed Office of Rule of Law and Security Institutions will be led by an Assistant Secretary-General, to be established under the regular budget, and will be supported by an office comprising a Special Assistant (P-5), funded through the regular budget, two Policy and Planning Officers (P-4) and three Administrative Assistants (GS (OL)), to be funded through the support account. The Assistant Secretary-General and support staff would direct and manage all aspects of the areas within the overall responsibility of the Office of Rule of Law and Security Institutions. As part of its efforts to develop a coherent Departmental and United Nations system-wide approach to the support of the provision of security, rule of law and sustainable security institutions, the Office will systematically collaborate with all relevant non-United Nations actors, including regional organizations, bilateral donors, non-governmental organizations and academia, and will serve as a coherent focal point for all activities in this area.

Policy and Planning Officer (2 P-4)

154. The Policy and Planning Officers will provide advice to the Assistant Secretary-General on rule-of-law-related matters and ensure coordination of the various components within the Office and, as required, with other areas of the Department of Peacekeeping Operations and the Department of Field Support, field missions, other Departments and external peacekeeping partners. The incumbents will support policy development and planning processes and will draft and review policies and other related issuances. The Officers will be responsible for coordinating activities with other organizations and donors and will also: provide support to the Assistant Secretary-General in presentations to meetings of intergovernmental bodies and other groups; research issues; prepare briefing notes and subject files; gather relevant documentation; and conduct internal reviews and inspections of practices to ensure uniform application of policies by field missions.

Assistant to the Assistant Secretary-General (1 GS (OL))

155. The incumbent will assist in the overall administration of the Office of the Assistant Secretary-General by providing substantive and administrative support in managing his or her priorities and will coordinate and monitor multiple and diverse

activities and work processes to ensure that management directives and decisions are properly carried out and products delivered in a timely manner. The incumbent will also be responsible for scheduling and organizing official receptions and meetings held or attended by the Assistant Secretary-General.

Administrative Assistant (2 GS (OL))

156. Two Administrative Assistants are proposed to provide administrative and logistical support and to carry out the full range of office management and administrative functions, including maintaining, managing, developing and updating the Office's internal paper and electronic databases. The incumbents will prepare, process and classify confidential information, handling a wide range of administrative duties and processes. The Administrative Assistants will also: screen and prioritize all incoming correspondence; monitor and follow up on actions to be taken; research, compile and summarize background materials for use in the preparation of reports, briefs and speeches; scan reports from the specialized agencies, newspapers, magazines, periodicals and other information sources to identify articles of interest; and exercise quality control functions for all outgoing documents, including the proofreading and editing of texts for format, grammar, punctuation and style.

Police Division (2 P-5, 18 P-4, 10 P-3, 2 GS (OL))

157. The Police Division serves as the primary advisory body to the Under-Secretary-General on all policing issues and is responsible for: the strategic direction and management of such issues in peace operations; maintaining an overview of all operations and directing responses to critical incidents and issues that arise in the field; establishing frameworks for launching new police operations in response to United Nations resolutions; liaison with the Department of Political Affairs, the Peacebuilding Commission, the Peacebuilding Support Office and other United Nations Departments, agencies, funds and programmes as well as Member States, regional organizations, non-governmental organizations, the academic community and civil society. The Division has overall responsibility for the generation of police personnel and is responsible for the activities of the standing police capacity.

158. The Division comprises the Office of the Police Adviser (Director (D-2), Special Assistant (P-4) and Personnel Assistance (G-5)), the Strategic Policy and Development Section (Section Chief (P-5), Policy and Planning Officers (2 P-4, 2 P-3) and 1 Administrative Assistant (G-4)) and the Mission Management and Support Section (Section Chief (P-5), 12 Mission Management Officers (8 P-4 and 4 P-3) and 3 Administrative Assistants (3 G-4)) with a total of 26 posts (1 D-2, 2 P-5, 12 P-4, 6 P-3, 2 G-5, 3 G-4).

Office of the Police Adviser

159. The scope and complexity of the responsibilities of the Police Division require strengthening of its senior management capacity. Through redeployment of an existing D-1 post from the Military Division, it is proposed to create a new post of Principal Officer (D-1) in the Police Division. The incumbent will support the Police Adviser in all aspects of his or her work, allowing the Adviser to focus more directly on issues requiring strategic direction. The Principal Officer will coordinate

the activities of the two sections of the Division. He or she will be responsible for: designing and putting into effect various country and region-specific policing initiatives; developing and implementing systems and methods of operations within the Division; and contributing to the daily management of the Division by supervising its staff. Together with the Police Adviser, the incumbent will also provide direct guidance and support to the heads of police components of peace operations and identify and respond to policy, management and operational developments, challenges and incidents. In addition, the incumbent will be the focal point for the development, implementation, monitoring and evaluation of the workplan and budget of the Division and will assist in the preparation of all strategic and planning documents.

Strategic Policy and Development Section (2 P-4, 1 GS (OL))

160. The Police Division has launched a number of new strategic initiatives designed to change the international policing and law enforcement system for the benefit of United Nations police operations and its rule of law partners, including the successful development and implementation of the United Nations Rule of Law Index. The International Policing Advisory Council and doctrine development groups will require continued resources and attention as these initiatives evolve and strengthen the international policing system.

161. The complexity of many of the mandates of United Nations policing demand an increased focus on strategic police planning and policy development. As the United Nations police are increasingly tasked to realize complex reform, restructuring and rebuilding mandates within integrated rule of law frameworks, it is necessary to enhance the ability of the Organization to integrate with other rule of law actors and to plan for the implementation of new working methods and new processes and procedures. The need for such change is ever more critical as the Police Division has been designated as the lead global entity within the United Nations system for police and law enforcement support. In view of the above, one Policy Adviser and one Police Planning Officer at the P-4 level will be required to support policy development and planning processes.

Policy Adviser (P-4)

162. The Policy Adviser will focus on the development and review of policies, guidelines, directives, including on the use of force and firearms, and other related issuances. The incumbent will also be the focal point within the Police Division for rule of law and security sector reform issues and will liaise with the Office of Legal Affairs and the Conduct and Discipline Unit within the Department of Field Support on legal and disciplinary matters.

Police Planning Officer (P-4)

163. The Police Planning Officer will focus on planning issues pertaining specifically to individual peace operations. The Officer will assist in developing and updating concepts of operations and will participate and represent the Police Division in all planning activities, particularly in the integrated mission task forces and other relevant bodies, as required, and in technical field assessments, surveys and mission evaluations conducted by the Department of Peacekeeping Operations. The incumbent will also act as the secretary to the International Policing Advisory

Council and be the main liaison officer for the activities of the standing police capacity.

Administrative Assistant (GS (OL))

164. A proposed General Service post is also required to provide the required administrative support for the increased workload. The incumbent will: screen and prioritize all incoming correspondence; monitor and follow up on actions to be taken; research, compile and summarize background materials for use in the preparation of reports, briefs and speeches; scan reports from the specialized agencies, newspapers, magazines, periodicals and other information sources to identify articles of interest to the managers; exercise a quality control function for all outgoing documents, including proofreading and editing texts for adherence to format, grammar, punctuation and style.

Mission Management and Support Section (1 P-4, 2 P-3, 1 GS (OL))

165. The deployment of formed police units increased from two in 2000 to 36 by the end of 2006, comprising of a total of over 3,800 police officers, representing a 1,700 per cent increase in the total number of formed police units in United Nations peace operations since 2000. This number may increase to as many as 50 units in 2007 and may reach the maximum of 100 units in 2008. The rapidly growing use of formed police units in United Nations peace operations is a result of their utility in filling the security gaps that often exist between the mandates and capabilities of international military personnel and the lack of training of local police and law enforcement agencies in the use of non-lethal crowd management and riot control methods in post-conflict settings.

166. The Special Committee on Peacekeeping Operations has urgently requested the Secretariat to strengthen its approach to the use of formed police units in United Nations peace operations, inter alia, through the development of new formed police unit policy and doctrine on the roles, responsibilities and tasks of such units (A/60/19, para. 102).

167. To date, the Police Division has relied on an ad hoc approach to managing and administering the dramatic increase in the total number of formed police units in United Nations peace operations. This approach, however, has proven ineffective and detrimental to the full development and responsibilities of the Division.

168. A new Formed Police Support Unit within the Mission Management Section of the Police Division would serve as the Departmental focal point on all formed police unit matters, including all operational, management and administrative aspects of inspecting (predeployment visit), testing, selecting, deploying, rotating and evaluating these units both within and outside United Nations peace operations. It would also allow the Police Division to respond to the massive growth anticipated in the total number of units in United Nations service around the world without adversely affecting critical output in the Division's other key areas of focus.

169. The Mission Management and Support Section currently has 13 authorized posts, including a Section Chief, managing 18 field missions and a deployment and rotation of about 15,000 police personnel. While each incumbent manages and supports more than one peace operation, the officers of the Section also: provide technical advice to police components; interview, recruit, select, deploy and rotate

individual police officers; coordinate the selection of the senior police personnel for the police component; undertake selection assessment visits; coordinate with police-contributing countries; and maintain a comprehensive personnel database. They serve as the focal point on operations support within the Police Division for contacts with other United Nations Departments, agencies, funds and programmes, as well as with regional organizations. They plan and undertake selection/assistance visits for prospective candidates for deployment as United Nations police officers; liaise with Member States and regional organizations on mission-specific related issues, including by participating in the meetings of police-contributing countries; participate in field visits; prepare assessment reports; and follow up with the Permanent Missions of Member States to notify them of casualties.

170. There are no personnel currently dedicated to manage and coordinate the activities of the formed police units. It is requested that posts for two Management Officers (P-3) and one Senior Officer (P-4) be created to support the police planning processes. One of the officers (P-4) will be a civilian with law enforcement background to ensure continuity, maintain institutional memory and apply best practices at the new unit. The new posts will allow the Police Division to properly channel and organize its now daily advisory and assistance activities in support of formed police units in United Nations peace operations. A new post of General Service staff (GS (OL)) is also required to support the administrative aspects of this increased workload.

Formed Police Support Unit: Senior Manager (P-4)

171. The Senior Manager of the Unit will focus on the development and review of deployment plans, establish the force requirements for formed police units and assist in developing guidelines and directives for the units deployed to field operations. The incumbent will plan and oversee predeployment and reconnaissance visits, assessment of personnel and memorandums of understanding for formed police units. The incumbent will also be the focal point of the Police Division for all issues related to the formed police units and will liaise with the police-contributing countries.

Formed Police Support Unit: Management Officers (2 P-3)

172. The Management Officers will focus on deployment, rotation and extension of formed police unit personnel (currently about 400 officers). The incumbents will: ensure the effective recruitment, selection, deployment, extension and rotation of United Nations formed police units in peace operations; participate in predeployment visits to inspect contingent-owned equipment; assess the readiness of unit personnel; coordinate negotiations on memorandums of understanding with Member States; and take part in reconnaissance visits to field missions. The officers will be in charge of daily communication with Member States and field missions related to the management of formed police units.

Administrative Assistant (G-3/4)

173. The incumbent will screen and prioritize all incoming correspondence; monitor and follow up on actions to be taken; research, compile and summarize background materials for use in the preparation of reports, briefs and speeches; scan reports from the specialized agencies; assist in entering data on formed police unit

personnel; and exercise quality control function for all outgoing documents, including proofreading and editing texts for adherence for format, grammar, punctuation and style.

Standing Police Capacity Section (2 P-5, 15 P-4, 8 P-3)

174. The establishment of a Standing Police Capacity Section is pursuant to the report of the Secretary-General's High-level Panel on Threats, Challenges and Change. The Panel recommended that the United Nations should have a small corps of senior police officers and managers of up to 100 police officers, who could undertake mission assessments and organize the start-up phase of police components of new operations, assisting with assessments and improvements in existing operations (see A/59/565 and Corr.1, para. 223). The creation of an initial operating capacity of the standing police capacity was endorsed by the General Assembly (resolution 60/1), by the Special Committee on Peacekeeping Operations (A/60/19 and Corr.1, paras. 99-101) and by the Advisory Committee on Administrative and Budgetary Questions (A/60/807, paras. 76-78), which recognized the initial operating capacity as a first step towards recruiting additional experts to address critical police recruitment and deployment needs.

175. Current and projected United Nations police requirements in both existing and new operations indicate that a phased expansion of the standing police capacity would be required as soon as possible to adequately address United Nations police challenges, including support for the increasing number of complex police and law enforcement mandates and ensuring rapid-response police capability at all times.

176. The increased number of United Nations police personnel combined with complex mandates has necessitated a fundamental change in the mindset, skills and deployment flexibility required of police personnel. More than ever, police and other rule of law experts are required to act in a determined manner, ensuring rapid response while building sustainable structures and capacity.

177. As a separate and strictly field-oriented branch of the Police Division with its own designated functions, an expanded Standing Police Capacity Section of 50 Professional level posts would provide a sufficient number of qualified experts to set up operations from scratch in at least one new operation; deploy a second team to an existing mission for critical corrective or enhancement services; provide a few thematic specialists such as investigators for United Nations special assignments and investigations; and maintain a small reserve rapid-reaction team at the duty station to engage in planning and preparations for rapid response, as required.

178. It is proposed that 25 Professional posts be authorized to strengthen the standing policy capacity.

Senior Police Advisers (2 P-5)

179. Two Senior Police Advisers would serve as the designated deputy for operations and administration to the Chief of the Standing Police Capacity Section. The Advisers would be responsible for devising, articulating and implementing police reform initiatives to strengthen the operational capacity and various approaches to building institutional administrative capacity of local police and other law enforcement agencies on issues such as human resources management, logistics and supply, financial management and recruitment. The incumbents will take over

most of the workload originally envisioned for the Chief of the Section in setting and ensuring implementation of detailed workplans for staff, in cooperation with the Special Assistant.

Police Advisers (15 P-4, 8 P-3)

180. It is proposed that six Police Advisers will focus on business management and organizational reform and be responsible for providing a wide range of advisory and assistance-based activities on both traditional and modern police business management theories and practices in the areas of strategic management, reform, human resources, budgeting and recruitment and selection. The incumbents will conceptualize and implement targeted capacity-building interventions and projects in the police and overall law enforcement sector and will provide both strategic planning and technical advice on police roles and functions in democracies and identify synergies between police management reform and other organizational activities in the overall rule of law/criminal justice field.

181. Two of the Police Advisers will focus on: training coordination and curriculum development; developing training-related activities associated with the development of national police academies and other associated training facilities and programmes; analysing the needs of police cadets as well as middle and senior management officials; and proposing police training responses, including in-service and out-of-country training schemes, where possible.

182. One P-4 Adviser will focus on research and analysis and will cooperate with the Special Assistant to the Chief of the Section and team leaders, performing a full spectrum of research and analytical/reporting duties.

183. One P-4 Police Adviser will work to: strengthen and improve ICT, database and other information management and reporting methods in local police and other law enforcement services; devise secure information dissemination and communication strategies and programmes in support of police command and control and discipline during police operations, paying particular attention to linking the use of both traditional and modern methods of communication and information distribution techniques, including computer hardware and software, radio, vehicle dispatches, human couriers and other communication and information exchange techniques used by police and other law enforcement agencies in post-conflict environments.

184. One P-4 Adviser would specialize in developing, implementing and updating United Nations police mission implementation plans, concepts of operations and other planning tools for United Nations police components in peace operations, working, as required, with dedicated police planners in peace operations and in the Police Division of the Department of Peacekeeping Operations. The Adviser would ensure that United Nations police components that the Standing Police Capacity Section is tasked to assist are focused, as much as possible, on institutional police capacity-building activities, in line with the strategic mission of United Nations police.

185. Two Advisers (P-4 and P-3) are proposed to focus on organized crime and corruption. The incumbents will develop and implement strategies and programme activities to assist local police services in combating transnational criminal actors and corruption, including illicit human trafficking activities and trafficking in stolen

vehicles, small arms and light weapons. The incumbents will also devise activities to minimize and/or remove criminal elements and/or influence and corruption in national law enforcement agencies and work to promote cross-border law enforcement cooperation. They will also assist local police services in fighting illegal immigration, smuggling and trafficking of women and minors for the purposes of forced labour, prostitution or sexual exploitation.

186. Two Advisers (P-4 and P-3) are proposed to develop strategies and programme-related activities for local police and other law enforcement services and for United Nations police components in peace operations in support of community policing efforts. The incumbents will develop pilot community policing projects for implementation in United Nations police mission areas, focusing, in particular, on ways in which police can work more closely and humanely with vulnerable groups, including women and children, and working to support the disarmament, demobilization and reintegration of former combatants.

187. The incumbents will also pay particular attention to cases where local police relations and dialogue with national minorities need improvement, both in order to support community safety and public order and also to improve the image and reputation of United Nations police components in mission areas where a better public understanding of the role of international police personnel in post-conflict environments is required.

188. Three posts for Police Advisers (1 P-4, 2 P-3) are proposed to provide expert advice and assistance on police investigative procedures and techniques, focusing on the investigation and resolution of serious crimes and the handling of crime scene and forensic evidence, including mentoring activities in those fields. The incumbents will work closely with national police and other law enforcement authorities in mapping out threats to public security from serious crimes and will provide assistance on investigative police procedures and techniques. The incumbents will also study the nature of serious crime in United Nations mission areas, with a view to developing and implementing programmes and other activities to strengthen the procedures governing police investigations, bearing in mind the interaction between crime scene management and the forensic process.

189. Two posts (1 P-4, 1 P-3) are proposed to provide advice and assistance to law enforcement services in maintaining public order, including the use of formed police units for crowd management and riot control. The focus would be on the best tactics in crowd control operations, both during peaceful as well as violent demonstrations and protests. The incumbents will also provide advice to local police and other law enforcement officials in other areas, including police protection of high-level personnel, police convoy and escort capacities and special/emergency police response services.

190. One Police Adviser post (P-3) is proposed to provide advice and assistance to local police and other law enforcement services for the improvement of police logistical support. The incumbent will analyse local geographical/physical environments and procurement and supply possibilities in the mission areas to which the standing police capacity is sent and will make recommendations on how to improve the baseline supply of core police and other law enforcement equipment. The incumbent will also identify and coordinate external sources of financial assistance and funding for the creation of basic logistical capacity within local police and other law enforcement services, which is required to properly service and

maintain vehicle fleets and ensure the safe storage and protection of small arms and light weapons.

191. One post is proposed (P-3) for an Adviser to provide a wide spectrum of legal advice and assistance to standing police capacity personnel. The incumbent will work with police and prison specialists in criminal law and other legal matters to determine the legal linkages in the area of system-wide rule of law reform, including the police and judicial and prison systems. The incumbent will also review and evaluate the strengths and weaknesses in police-related legislation and other sources of police law and guidance, including codes of conduct and domestic statutes and decrees governing the role of law enforcement agencies in democracies.

192. One post is proposed (P-3) for a Police Adviser to work under the Prisons Adviser and provide advice to standing police capacity personnel on prison reform, detention capacity and relevant procedures. The incumbent will provide advice to standing police capacity specialists on all issues related to the detention, holding and transfer of personnel to detention/prison facilities; determine how to strengthen the linkages between police operations and follow-on detention and prison procedures, in line with international human rights standards; and advise on detention issues related to managing security threats during elections, public protests, natural disasters and states of emergency and war.

Criminal Law and Judicial Advisory Section (2 P-4, 2 P-3, 1 GS (OL))

193. The Criminal Law and Judicial Advisory Section is responsible for conducting assessments, developing mission plans, recruiting corrections officers from Member States, reviewing and technically clearing judicial and corrections candidates, conducting mission evaluations and providing regular operational support to peace operations. In addition, the Section is charged with gathering lessons learned, identifying best practices and developing doctrine, guidance and training materials to guide the work of peacekeeping missions.

194. To cover its two distinct areas of expertise in the judicial and corrections subject areas, the Section currently comprises two Judicial Officers (P-4 and P-3), two Corrections Officers (P-4 and P-3) and a Team Assistant (GS (OL)), who report to the Chief of Section. These existing posts will be redeployed from the Peacekeeping Best Practices Section.

195. There are currently 10 peace operations led by the Department of Peacekeeping Operations with significant judicial and/or corrections mandates, and the current capacity has proven inadequate to support those missions or to undertake important cross-cutting functions. The two Corrections Officers and two Judicial Officers are attempting to support up to 10 missions while also developing lessons learned, doctrine, guidance and training materials; supporting linkages between Headquarters and mission staff through the Internet-based community of practice; engaging with Member States; and reaching out to United Nations and external partners.

196. The result of the current inadequate staffing levels is that many missions receive only minimal support and guidance in the areas of judicial, legal and prison systems. Engagement in planning integrated and coordinated approaches to police, judicial and corrections reform has also been minimal. As a consequence, efforts to strengthen police services have been undermined by inefficient judicial and prison

systems. The demand for adequate support from Headquarters will increase as potential and evolving missions grow in number. The work will include participating in planning meetings on a regular basis, participating in technical assessment missions, helping draft concepts of operations and contributing to reports of the Secretary-General. Additional functions include clearing and interviewing potential field staff and managing the recruitment and deployment of all experts on mission contributed by Member States. Moreover, efforts to develop doctrine and guidance materials, though substantial, have proceeded at a much slower pace than required.

197. To meet the current and expected demands, additional resources are required. Two additional Judicial Officers (1 P-4 and 1 P-3) and two Corrections Officers (P-4) are needed to meet current demands, in particular to support field components through the proposed integrated operations teams. One General Service post is also required to support the increase in the workload of the Unit.

198. Two Judicial Officer posts (1 P-4 and 1 P-3) are requested. One Judicial Officer (P-4) will support the justice components of two large peace operations, one smaller integrated mission and one or more potential new missions. The incumbent will: contribute to all planning processes for the missions he or she covers and fulfil reporting requirements, including reports of the Secretary-General, budgetary submissions and strategic planning; undertake periodic field visits and reviews; and contribute to mandate reviews. In addition to the above mission-specific responsibilities, the incumbent will: engage in the labour-intensive process of identifying and clearing senior and mid-level staff for rule of law posts throughout all missions; develop approaches for increasing the material resources available to field missions; and develop and implement a framework for reviewing the work of justice components of missions. The second Judicial Officer (P-3) will provide similar day-to-day support for one large and two smaller peace operations and, in addition to mission-specific responsibilities, serve a facilitator of the Department's Internet-based rule of law network, maintain its database of rule of law documents, serve as focal point within the Department for implementation of the decisions of the Secretary-General on human rights in integrated peace operations and technically clear mid- and junior-level judicial staff for all missions.

199. Two Corrections Officer posts (P-4) are requested to support the corrections components of peace operations, develop guidance materials and fulfil the Department's responsibility as the system-wide leader on prison system reform in development environments in accordance with the decision of the Policy Committee. One officer will be responsible for developing guidance materials, including training and induction programmes, supporting the electronic community of practice and supporting the establishment of the police standing capacity, in addition to providing guidance and support to five current missions. The second proposed officer will be responsible for: developing a programme review and evaluation framework; contributing to the development of the guidance manual; developing a funding facility for corrections support in field missions; and developing, in conjunction with the Personnel Management and Support Service, an outreach programme. The incumbent will also provide support and guidance to three current missions, including expertise and coordination. Both officers will contribute to all planning processes for the missions they cover and will fulfil reporting requirements, including reports of the Secretary-General, budgetary submissions and strategic planning documents. The officers will be responsible for periodic field visits and reviews and for contributing to mandate reviews.

200. To support the growing work of the Criminal Law and Judicial Advisory Section, one General Service post for a Team Assistant will be required to provide administrative support on all aspects of its work, as well as to assist in backstopping the work of other staff of the Section. The incumbent will organize meetings and videoconferences of the United Nations Rule of Law Focal Point Network, develop and organize the system for collecting and disseminating rule of law materials and conduct research on matters where a high level of legal or corrections expertise is not required. The workload of other staff of the Section will involve administrative tasks, including travel authorizations, documentation and printing, planning and organization of meetings and seminars and other secretarial and administrative functions.

Disarmament, Demobilization and Reintegration Section (P-4)

201. The Disarmament, Demobilization and Reintegration Section is designed to: monitor the implementation of disarmament, demobilization and reintegration activities in field missions; prepare Department of Peacekeeping Operations policy on this subject; undertake mission reviews and capture best practices; provide the Department with a disarmament, demobilization and reintegration planning capacity; and provide accurate and timely reporting on these issues to partners and legislative bodies. The requirement for the Section was recognized by the Office of Internal Oversight Services in its report on the comprehensive management audit of the Department of Peacekeeping Operations, on which it stated that a mechanism needs to be put in place for monitoring the implementation of disarmament, demobilization and reintegration activities in missions (A/60/717, para. 72). The Section currently has three Professional staff (1 P-5, 1 P-4 and 1 P-3) and one administrative assistant (General Service (OL)).

202. Owing to the current demands of missions with a disarmament, demobilization and reintegration mandate and the potential for an increase in such needs for new missions, the existing three Professional staff members will not be able to effectively backstop existing missions and support the integrated operational team in the Office of Operations as required. The core work of the Section involves: policy development, including building institutional partnerships; research and development into new policy areas, including expansion of the integrated disarmament, demobilization and reintegration standards; mission review and best practices, such as providing the Department with an internal evaluation capacity for ongoing disarmament, demobilization and reintegration operations in peacekeeping missions; planning aimed at future operations as well as start-up missions; and communications and information strategies to provide accurate and timely reports to the relevant legislative bodies.

203. Other core mandates such as monitoring the seven peacekeeping operations mandated with disarmament, demobilization and reintegration responsibilities and the new requirement of providing operational support to the integrated operations teams will stretch the capacity of existing resources. The Chief of the Disarmament, Demobilization and Reintegration Section (P-5) currently undertakes operational support to missions, which limits the amount of time the incumbent can spend managing the work of the team, establishing and/or implementing strategic policies and cooperative mechanisms and acting as the designated chief representative of the Department on disarmament, demobilization and reintegration issues in United Nations legislative and technical bodies.

204. In review of the above, a Disarmament, Demobilization and Reintegration Officer (P-4) is required to strengthen the Section, to ensure timely and effective support to the integrated operational teams and all seven existing missions with disarmament, demobilization and reintegration operations and to assist in planning. The addition of the post will allow the Section to provide more effective support to missions in the process of being established. The incumbent will mainly be responsible for programme support and will also assist with policy development and provide substantive guidance on disarmament, demobilization and reintegration-related matters to missions. The Officer would conduct evaluations, capturing and disseminating lessons learned and best practices from the missions.

Security Sector Reform Section (1 P-5, 2 P-4, 1 P-3, 1 GS (OL))

205. The proposed Security Sector Reform Section is a new capacity designed to respond to the growing demands from United Nations peacekeeping missions for guidance and support from Headquarters in security sector reform. A number of United Nations peacekeeping missions currently have mandates to support national authorities in carrying out comprehensive institutional reform of the security sector, addressing defence forces, law enforcement agencies, executive security agencies, relevant line ministries and judicial, legislative and civil society oversight bodies. While United Nations peacekeeping has engaged in specific components of security reform, in particular support to the reform and restructuring of national police forces, the Organization has not, to date, established a strategic, coordinated approach to security sector reform. There are currently no guidelines for United Nations peacekeeping missions as to how to support post-conflict States in identifying overall security needs and establishing national security strategies, priorities and plans.

206. The Security Sector Reform Section will provide strategic policy frameworks to support the Assistant Secretary-General for the Office of Rule of Law and Security Institutions in ensuring a holistic, integrated approach to the establishment of the rule of law and reform of security institutions in United Nations peacekeeping operations.

Senior Security Sector Reform Policy Adviser (P-5)

207. It is proposed to establish a position for a Senior Security Sector Reform Policy Adviser (P-5) to lead the Section. The incumbent will establish strategic priorities and workplans and manage the operational development of the Section and its staff. He or she will take the lead in developing United Nations standards and guidance on security sector reform for field operations and will liaise with the Integrated Training Service in the development of security sector reform training modules. The incumbent will also respond to requests from senior management in United Nations peacekeeping operations and other United Nations entities for strategic policy guidance in this field and will provide technical advice on the design, implementation and review of security sector reform support.

Security Sector Reform Policy Officer (defence sector reform, P-4)

208. One of the biggest capacity gaps in security sector reform is in the Organization's support to defence sector reform. United Nations field missions with mandates to support the integration and/or reform of defence forces receive no

guidance or support in fulfilling their mandates. The proposed Security Sector Reform Policy Officer (P-4) would initiate the development of strategic policy and guidance in the area of defence sector reform within the overall framework of security sector reform. The incumbent will: identify and review current defence sector reform mandates and tasks undertaken by United Nations peacekeeping operations; establish priorities for policy development and guidance in support to restructuring of defence institutions and reform of armed forces; develop strategic policy and guidance on needs identification of national armed forces for United Nations field missions; provide advice and input to the development of mission plans and directives on defence sector reform; and respond to requests from United Nations field entities on design and implementation of defence sector reform programmes. The incumbent will also coordinate and liaise with the Office of Military Affairs. This post will be reserved for military officers serving on a secondment basis.

Security Sector Reform Policy Officer (executive agencies, P-4)

209. The cornerstone of professional, effective and accountable security is capable national executive and administrative structures and processes. An effective United Nations approach to security sector reform requires policies, guidance and support to the field in supporting reform and strengthening executive and administrative structures and processes. The proposed Security Sector Reform Policy Officer (P-4) will: initiate the development of strategic policy and guidance in this particular area; identify and review current support provided to national executive and bureaucratic authorities by United Nations peacekeeping operations; and establish priorities for policy development and guidance for United Nations field missions in support of national executive and bureaucratic authorities in the development and management of national security strategies. The incumbent will review and identify mission structures and management of security sector reform support and participate in technical assessment missions; respond to requests from United Nations field entities on the design and implementation of coordinated security sector reform programmes; and contribute to the preparation of reports of the Secretary-General on specific missions and to senior briefings.

Coordination Officer (P-3)

210. A Coordination Officer post (P-3) is proposed to assist the Section in carrying out its system-wide support functions. The incumbent will provide secretariat support to the inter-agency security sector reform task force responsible for ensuring that the perspectives and needs of all stakeholders are reflected in the development of security sector reform policies, standards and guidance; respond to queries and requests for support from inter-agency partners; and coordinate, in liaison with personnel of the Department of Field Support, the establishment of generic security sector reform post profiles for posting on Galaxy. The incumbent will also review existing security sector reform structures in field missions; identify options for the establishment of security sector reform capacity within generic mission structures, as appropriate; develop and maintain a repository of security sector reform-related materials; and facilitate the dissemination of information on this subject to United Nations field missions and inter-agency partners.

211. It is proposed that an Administrative Assistant post be established to provide administrative support to the Security Sector Reform Support Section.

Mine Action Service: Programme Officer (P-3)

212. The Mine Action Service currently has three Programme Officer posts funded through the support account. The incumbents provide direct support and assistance to seven peacekeeping missions and give technical advice to three other missions. The seven missions where there are large-scale mine action programmes being implemented are: UNMIS, MONUC, UNMEE, UNIFIL, MINURSO, UNMIK and UNFICYP. The three missions receiving regular technical advice and support are: UNMIL, UNMOGIP and UNDOF.

213. While the number and size of programmes being managed has risen dramatically over the past four years, the number of Programme Officers within the Mine Action Service has not. As a result, the workload placed upon the officers has risen to a level that is no longer sustainable if missions are to be effectively backstopped.

214. Mine action services to missions are generally contracted through commercial entities and non-governmental organizations, but they are increasingly being provided by troop-contributing countries that adhere to International Mine Action Standards (IMAS). The engagement of troop-contributing countries in this role began in UNMEE in 2002, when humanitarian operators were ordered out of the country by the Eritrean authorities. The void in capacity was largely addressed by training Kenyan military deminers in accordance with the International Mine Action Standards. The same model has been utilized since then on a larger scale for UNMIS and UNIFIL. UNMIS currently has five troop-contributing countries providing demining companies and UNIFIL has eight different countries providing explosive ordnance disposal support. These activities require continuous input from the Programme Officers of the Service, who provide technical advice, both within the Department and to representatives of the troop-contributing countries.

215. In addition to monitoring the operational activities, including productivity and outcomes achieved in relations to results-based budgeting frameworks, the Programme Officers also: address issues related to staffing and administrative support requirements; deal with counterparts from the Office of Operations, the Military Division and the Office of Mission Support on issues such as input for reports of the Secretary-General, mandate renewal, rotation of troop-contributing countries and negotiations on memorandums of understanding, as well as budgetary arrangements through the Finance Management and Support Service. The Programme Officers also routinely participate in Departmental working groups that address issues such as contingent-owned equipment, mission structures, outsourcing and assessment of the capabilities of new troop-contributing countries.

216. Largely as a result of the expansion of activities during this period, the Mine Action Service has taken measures to improve accountability and transparency of its programmes in order to address the cross-cutting issues raised by the General Assembly in its resolution 60/266. These measures include the transition from annual budgeting and reporting to quarterly reporting and cash projection. Under this mechanism, Programme Officers are still responsible for developing an annual workplan and budget, however, activities undertaken in the missions are reported on a quarterly basis, with payments requested for actual work undertaken during the period and funds for the following quarter projected based on an analysis of the results achieved to date. This has dramatically improved the level of oversight of

field programmes, but has meant that the administrative workload placed on the Programme Officers has also increased fourfold.

217. The workload faced by the Programme Officers in the Service has increased significantly. The Service is now actively engaged in developing new programmes in Chad and the Central African Republic, a technically challenging project that will require significant management support. The UNIFIL programme has risen from a projected $3.3 million operation in 2006/07 to a planned $30 million operation for 2007/08. In addition, plans to support the support package for Darfur are under way. All of the above activities are to be undertaken with the same number of personnel.

218. In summary, personnel levels have remained constant since 2002, but there has been a significant and ever-increasing expansion of activities since that time. The Service now faces a situation whereby without additional personnel resources, the successful attainment of outputs detailed in the 2007/08 framework will be in jeopardy, or at best, the quality of the outputs will be severely compromised. Therefore, an additional Programme Officer (P-3) is requested to support the increased workload of the Service.

(f) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$15 789.6	$8 318.4	111.3%

219. The estimate of $15,789,600 provides for salaries, common staff costs and staff assessment for 49 continuing posts and the transfer of 10 posts from the peacekeeping Best Practices Section. The variance is due to the increase in the number of posts to support the demand in peacekeeping operations, the restructuring the Department and an increase in standard salary posts.

	Cost estimates	*Variance*	
General temporary assistance	$81.7	$81.7	—

220. A Disarmament, Demobilization and Reintegration Policy and Planning Officer (P-3, 12 months) is requested to provide policy development and operational support to new missions. The incumbent will prepare new modules; organize and participate in training workshops, as required; provide support to the United Nations Disarmament, Demobilization and Reintegration Resource Centre; establish a training programme for personnel involved in disarmament, demobilization and reintegration and liaise with training partners on carrying out training; and provide support to the Coordination Officers (P-4) in terms of backstopping on mission support-related issues.

221. There is currently no spare capacity to provide disarmament, demobilization and reintegration planning assistance for other missions envisaged by the United Nations, such as the anticipated mission in Chad and the Central African Republic. A post, under general temporary assistance (P-3), is required to satisfy the expected increase in demand.

	Cost estimates	*Variance*	
Consultants	$300.0	$300.0	—

222. The consultancy requirements for the period are set below.

Expertise	*Person/ month*	*Amount (Thousands of United States dollars)*	*Output reference*
Rule of Law Index		300.0	3 independent, empirical and objective reports on the state of the rule of law in countries with peacekeeping operations prepared using the United Nations Rule of Law Index
Total		**300.0**	

223. The Department of Peacekeeping Operations and the Office of the United Nations High Commissioner for Human Rights (OHCHR), in coordination with the United Nations Development Programme (UNDP), the United Nations Office on Drugs and Crime and the World Bank, are in the process of developing the first United Nations Rule of Law Index. This project is aimed at developing a measurement instrument that will allow for the empirical and objective assessment of a cross-section of factors important for the rule of law, with a focus on law enforcement agencies, the legal and judicial system and correctional services. This will be a cornerstone for programmatic purposes in respect of support programme for law enforcement, legal and judicial and corrections capacity-building activities of the United Nations.

	Cost estimates	*Variance*	
Official travel	$987.8	$80.1	8.8%

224. The official travel requirements are described below.

Type of travel	*Amount (Thousands of United States dollars)*	*Output reference*
Political consultation	96.9	Provision of advice to United Nations agencies, departments, funds and programmes, United Nations legislative bodies and Member States on policies and procedures regarding United Nations police Participation in 15 seminars, workshops or conferences on law enforcement and related aspects of peace operations with other United Nations departments, agencies, funds or programmes, Member States, academic institutions and non-governmental organizations Issuance to all peacekeeping operations of 3 new policies from the following areas: rule of law, security sector reform and disarmament, demobilization and reintegration 2 visits to Europe to identify and work with security sector reform partners (OECD/DAC in Paris and DFID in London)
Mission planning	271.5	Provision of advice on law enforcement-related matters in the context of the negotiation of peace agreements Operational visits to 11 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNMIT, MINURSO, MONUC, UNOCI, UNMIK, UNFICYP, UNOMIG and ONUB) to advise and assist the police component Provision of subject matter expert advice and 6 needs assessment visits to peacekeeping missions in the areas of disarmament, demobilization and reintegration and rule of law

Type of travel	*Amount (Thousands of United States dollars)*	*Output reference*
		Needs assessment visits to peacekeeping missions and provision of subject matter expert advice in the areas of disarmament, demobilization and reintegration and security sector reform
Technical support	619.4	10 visits to police-contributing countries to provide advice on national selection mechanisms fo the readiness, deployment and training of United Nations police officers, including members of formed police units 50 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units Assistance to police components in 2 existing peacekeeping operations for 3 months by the standing police capacity team with expert enhancement (training, reform, investigation, communication) and corrective activities in support of national law enforcement capacity-building Biannual assessment and recommendations regarding efficacy of mine action programmes at MONUC, UNMIS, UNIFIL, UNMEE and MINURSO, including annual technical mission and review of memorandums of understanding with troop-contributing countries providing mine action resources Annual review of best practices and lessons learned, technical missions and development and electronic posting of mission-specific workplans for 5 missions (MONUC, UNMIS, UNIFIL, UNMEE and MINURSO)
Total	**987.8**	

225. The amount of $96,900 is requested to facilitate participation in seminars, workshops and conferences on police and law enforcement and related aspects of peacekeeping operations with other United Nations departments, agencies, funds or programmes, Member States, academic institutions and non-governmental organizations. Thirteen staff members will be travelling to Member States and national capitals to participate in discussions on policing matters. The visits will strengthen cooperation and coordination on policing issues in peacekeeping operations. The provision is also requested to fund issuance to all peacekeeping operations of three new policies on the following areas: rule of law, security sector reform and disarmament, demobilization and reintegration. In addition, needs assessment visits to peacekeeping missions and provision of subject matter expert advice in the areas of disarmament, demobilization and reintegration and security sector reform is required to strengthen the coordination between Headquarters and mission personnel.

226. A total amount of $271,500 is requested for staff of the Police Division. An amount of $100,000 is for the conduct of familiarization visits to field operations to assess and evaluate the implementation plan of the United Nations police components. Concepts of operations and implementation plans of United Nations police components will be reviewed during the visits to improve their effectiveness.

227. A provision of $101,000 would provide for staff working in thematic areas, such as demobilization, disarmament and reintegration advisers and policy guidance staff, to undertake mission planning, assessment and consultations in the field. An amount of $57,100 will be for subject matter expert advice and six needs assessment visits to peacekeeping missions in the areas of criminal law and judicial affairs is requested. The Security Sector Reform Unit requests $13,400 for travel to the Democratic Republic of the Congo and Côte d'Ivoire to provide policy advice, assessment and support to United Nations mission management with mandates in security sector reform, in particular with regard to supporting national authorities in the development of national security strategies and support to the restructuring and reform of armed forces.

228. The provision of $527,400 is requested to provide 67 visits to police-contributing countries to conduct selection/assistance tests for individually deployed United Nations police officers and assessments of formed police units before deployment to peacekeeping operations. The provision will also allow the standing police capacity (10 staff members) to be deployed to a newly established mission to start up police operations. In addition, two teams (10 members) will be drawn from the standing police capacity for deployment to two existing peacekeeping operations to assist them in implementing their mandates. The funding will also allow participation in four predeployment training seminars/workshops for United Nations police and formed police units. The Mine Action Service requests funding of $92,000 for technical visits to missions with existing mine action programmes integral to the mission or working under the mission's oversight. Such missions include: MONUC, UNMIS, UNIFIL, UNMEE, UNFICYP and MINURSO. The technical visits will involve: performance review of military and civilian mine action assets; mine action support to implicit and explicit mandates contained in Security Council resolutions; determination of resource requirements; and consultation with senior mission leadership, both civilian and military, to determine the course of mine action as it relates to the mission.

	Cost estimates	*Variance*	
Communications	$70.3	($13.1)	(15.7%)

229. The amount of $70,300 is requested to supply the standing police capacity with special communication equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$75.9	$25.0	49.1%

230. The amount of $75,900 is requested for recurrent and non-recurrent supplies for the standing police capacity. The variance is attributed to the proposed increase for posts.

5. Policy, evaluation and training

(a) Results-based framework

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	80 per cent of Special Representatives of the Secretary-General indicate that the quality and timeliness of the Department's support is "good" in a survey to be conducted prior to the 2008 heads of mission conference
	3.2	10,000 mission staff are active users of the new Department Intranet website of policies and procedures
	3.3	Lessons learned and best practices in the areas of HIV, gender and child protection adopted as policies and procedures in mission operations
	3.4	All deploying peacekeepers receive appropriate training based on United Nations standardized training materials
	3.5	Technical training requirements for Department of Peacekeeping Operations and Department of Field Support personnel are met on the basis of the approved training strategy
	3.6	The Department of Peacekeeping Operations and missions implement measures to redress weaknesses identified during evaluations
	3.7	The Department of Peacekeeping Operations develops guidelines for the management of strategic partnerships

Outputs

Office of the Director

- Set priorities for evaluation, policy development and training in coordination with senior management of both the Department of Peacekeeping Operations and the Department of Field Support
- Coordinate activities of sections to meet current and anticipated field needs in coordination with heads of mission

Peacekeeping Best Practices Section

- Issuance to all peacekeeping operations of 3 new policies in the following areas: mission integration, gender, HIV/AIDS, child protection, civil affairs and best practices
- 3 needs-assessment visits to peacekeeping missions and provision of subject-matter expert advice in the areas of gender, civil affairs, child protection, best practices and HIV/AIDS, as requested by missions
- 2 new communities of practice knowledge-sharing networks for peacekeepers doing similar jobs in different missions established and used in the field
- Issuance, in consultation with Member States and with the approval of the Under-Secretary-General, of a high-level policy document ("capstone doctrine") that will set out the guiding principles of United Nations peacekeeping operations and replace the 1995 general guidelines on United Nations peacekeeping operations
- Mission integration guidance materials made available to mission senior managers, including integrated doctrine and revised directives of the Special Representative of the Secretary-General
- Enhancement of the Department's Intranet/portal structure to centralize and deliver guidance materials to field missions

Integrated Training Service

- 3 United Nations training assistance team courses for uniformed personnel from Member States and regional organizations
- 2 senior mission leaders courses
- 1 course for military and police advisers from permanent missions
- 2 United Nations courses for national logistics planners
- Support for 4 international peacekeeping exercises organized by Member States
- Participation in 6 peacekeeping training conferences organized by Member States or international organizations
- 15 lectures at peacekeeping training activities organized by Member States or international organizations
- 10 training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations and sponsorship of 80 students in recognized courses
- 8 United Nations civilian predeployment induction training courses for civilian field personnel
- 7 integrated mission training centre activities for all categories of personnel in United Nations field missions and 6 in-mission training evaluations

- 2 senior leader induction programme courses
- 3 predeployment training assistance visits and 4 assessment visits to Member States
- 2 workshops to develop training curricula in thematic areas relevant to peacekeeping
- 2 pilot training courses on newly developed training materials
- Development of 1 base scenario for the senior mission leaders course
- Development of the Senior Mission Administrative Resource Training (SMART) programme for preparation of senior mission support staff
- Development of e-learning modules on issues relevant to peacekeeping
- Management of publication of peacekeeping training materials, up to 5,000 copies each
- Facilitating the organization and monitoring of all training activities for the Department of Peacekeeping Operations and Department of Field Support in their areas of specialization
- 2 review workshops to update standardized training materials
- Predeployment training for newly established missions

Evaluation Section

- 6 comprehensive mission evaluations, including follow-up of recommendations
- Provision of immediate evaluation capacity to review critical incidents or trends in missions
- Develop and test policy, guidelines and standard operating procedures for operational readiness tests of military and formed police contingents

Partnerships Section

- Guidelines on joint operational initiatives with the World Bank
- 1 joint initiative with the World Bank in a post-conflict context
- 2 exchange briefings with the World Bank on security sector reform and related topics
- Establishment of joint coordination mechanisms with the European Union for European Union operations in support of United Nations peacekeeping missions
- Guidelines for European Union support for United Nations peace operations established in cooperation with the European Union

(b) Human resource requirements

			Temporary posts										
			Support account										
	Regular budget			Transfers						Other		Total	
Category	2006/07	2007/08	Approved 2006/07	In: Office A	Out: Office B	New posts	Total proposed 2007/08	Change	Re-justified	2006/07	2007/08	2006/07	2007/08
Professional and above													
Under-Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
D-2	—	—	—	1	—	—	1	1	—	—	—	—	1
D-1	—	—	—	2	—	—	2	2	—	—	—	—	2
P-5	—	—	—	2	—	3	5	5	—	—	—	—	5
P-4	—	—	—	15	—	5	20	20	—	—	—	—	20
P-3	—	—	—	11	—	—	11	11	—	—	—	—	11
P-2/P-1	—	2	—	1	—	—	1	1	—	—	—	—	3
Subtotal	**—**	**2**	**—**	**32**	**—**	**8**	**40**	**40**	**—**	**—**	**—**	**—**	**42**
General Service and other													
Principal level	—	—	—	—	—	—	—	—	—	—	—	—	—
Other level	—	1	—	9	—	3	12	12	—	—	—	—	13
Security Service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**—**	**1**	**—**	**9**	**—**	**3**	**12**	**12**	**—**	**—**	**—**	**—**	**13**
Total	**—**	**3**	**—**	**41**	**—**	**11**	**52**	**52**	**—**	**—**	**—**	**—**	**55**

(c) Financial resource requirements

(Thousands of United States dollars)

egory	*Apportionment (2006/07) (1)*	*Cost estimates (2007/08) (2)*	*Variance*	
			Amount (3)=(2)–(1)	*Percentage (4)=(3)÷(1)*
Post resources	7 137.5	7 753.9	616.4	8.6
Non-post resources				
General temporary assistance	519.3	438.6	(80.7)	(15.5)
Consultants	148.3	610.7	462.4	311.8
Official travel	2 758.8	2 743.9	(14.9)	(0.5)
Facilities and infrastructure	—	—	—	—
Communications	—	—	—	—
Information technology	—	—	—	—
Other supplies, services and equipment	1 233.3	895.9	(337.4)	(27.4)
Subtotal II	**4 659.7**	**4 689.1**	**29.4**	**0.6**
Total I and II	**11 797.2**	**12 443.0**	**645.8**	**5.5**

(d) Justification of posts

231. The Office of Internal Oversight Services audit report of 25 March 2004 (A/58/746), endorsed by the General Assembly, recommended that the Department of Peacekeeping Operations review the capacity, structure, preparedness and effectiveness of each peacekeeping mission no later than one year after its initial deployment and annually thereafter. Furthermore, the Secretary-General, in his report to the Special Committee on Peacekeeping of 29 December 2005 (A/60/640), expressed his intention to improve the Department's evaluation capacity and underlined evaluation as a most important management tool. The importance of the Department's establishing an effective evaluation capacity was further emphasized in the Office of Internal Oversight Services audit report A/61/743. Within the Department of Peacekeeping Operations, it is proposed to establish a new capacity, the Policy, Evaluation and Training Division, which builds upon the existing Change Management Unit.

232. The Policy, Evaluation and Training Division will comprise four elements: the existing Peacekeeping Best Practices Section and Integrated Training Service and the new Evaluation Section and Partnerships Section. This new Division will provide an integrated capacity for the development of peace operations doctrine and policy, informed by systematic capturing of best practices and lessons learned; the standardization, design and delivery of training based on doctrine/policy; and the evaluation of mission performance in implementing mandates. The Division will be a service provider to both the Department of Peacekeeping Operations and the Department of Field Support.

233. The new Division will enhance the management of field missions, enhance accountability and provide a platform for improved performance, both within the Department of Peacekeeping Operations and the Department of Field Support and with partners. The distinct field focus will result in better-informed decision-making

and guidance at Headquarters for field missions and allow for improved feedback to troop- and police-contributing countries, Member States, legislative bodies and partners on operational issues. This capacity will greatly enhance the efficiency and effectiveness of peacekeeping in the field, particularly by reinforcing the linkage of policy development, training and evaluation.

234. The post of Director of Change Management will be redeployed as the position of Director of the Policy, Evaluation and Training Division. The Director will have responsibility for overseeing and leading all aspects of the responsibilities of the Division. In addition to the post of Director itself, the Office of the Director will be staffed by one new Administrative Management Officer (P-4) and a new Administrative Assistant (GS (OL)) redeployed from the Office of Change Management. Two additional positions are also requested for the Peacekeeping Best Practices Section, namely, a new Gender Policy Adviser (P-5) and a new Team Assistant (GS (OL)). The existing Integrated Training Service, with a current strength of 23 posts, will continue to have responsibilities for overseeing training for all categories of peacekeeping staff — civilian, military and police — and will serve as an overall training strategy centre for Headquarters and peacekeeping missions to ensure that training issues are addressed in a comprehensive and coordinated manner. Five new posts are proposed for the new Evaluation Section, as follows: Chief of Section (P-5), three Evaluation Officers (P-4) and one Administrative Assistant (GS (OL)). Lastly, the Partnerships Section is proposed to be staffed with four posts, three of them to be newly established and one to be redeployed from the Office of Operations. It is proposed that the staffing consist of one post for the Chief of Section (P-5), two P-4 Coordination Officers (1 post to be established and 1 to be redeployed from the Office of Operations) and one new Administrative Assistant (GS (OL)) post.

Office of the Director (P-4)

235. The Administrative Management Officer post is proposed to provide direct support to the Director in all aspects of the functions of that Office. The incumbent will develop and enhance coordination, in particular among the areas within the Sections of the Division, and also ensure the required coordination with other areas of the Department of Peacekeeping Operations, with the Department of Field Support, with other offices of the Secretariat, as required, and with field missions. He or she will also be responsible for the following tasks: effective management of the Office of the Director by developing and maintaining an efficient system of reviewing incoming communications and correspondence; screening items submitted for signature for adequate content and format; initiating and/or designating actions to be taken; and conducting follow-up on such actions and other administrative and substantive decisions of the Director. The proposed Administrative Management Officer will provide regular liaison with the operational and administrative staff of various services, departments and agencies involved in the provision of support to United Nations peace operations, while also providing policy and administrative guidance consistent with the policy objectives of the Office of the Director and those of the Department. The incumbent of the proposed post will also provide advice to the Director on the integration of policy, training and evaluation issues, coordinate and prepare position papers and provide regular liaison with staff of the Department of Peacekeeping Operations and the Department of Field Support. Thus, in addition to the Director (D-2), the Office

requires the post of Director of Change Management to be redeployed from the Office of the Under-Secretary-General for Peacekeeping Operations, one new Administrative Management Officer (P-4) and one Administrative Assistant (GS (OL)) redeployed from the Office of Change Management, Office of the Under-Secretary-General.

Peacekeeping Best Practices Section (1 P-5, 1 GS (OL))

236. The existing Peacekeeping Best Practices Section consists of 28 posts (23 Professional and 5 GS (OL)). In the proposed restructuring of the Department, nine existing positions will be redeployed to form elements of the proposed Office of Rule of Law and Security Institutions, as follows; four positions (3 Professional and 1 GS) with responsibilities for disarmament, demobilization and reintegration will be redeployed to the Disarmament, Demobilization and Reintegration Section, and six posts (5 Professional and 1 GS) will be redeployed to the Criminal Law and Judicial Advisory Section.

237. The need to strengthen the capacity of gender units in the Department of Peacekeeping Operations was underlined by the Secretary-General in his 2006 report to the Security Council on women and peace and security (S/2006/770), which called for enhancing the seniority of gender advisers to more effectively influence decision-making processes.

238. The Gender Unit is responsible for providing policy advice and substantive monitoring of the work of gender components in 11 peacekeeping missions with established gender units, has responsibility for staffing those components and oversees planning for the establishment of additional gender components in proposed new missions for the Central African Republic and Chad.

239. There are gender components in 11 of the current peacekeeping missions, most of which are headed by senior gender advisers at the P-5 level, whereas the staffing capacity in the Department of Peacekeeping Operations Gender Unit currently comprises two Professionals, one at the P-4 level and one at the P-3 level, funded through the support account. The increased workload of the Department's Gender Unit is due to the growing number of peacekeeping missions, coupled with the proposal to establish seven integrated operational teams. These new capacities will require that the capacity of the Gender Unit be strengthened to oversee the effective integration of a gender perspective in all areas of policy development and to ensure effective operational support for peacekeeping missions to remain in line with mandates provided by the Security Council and the General Assembly. The capacity of the gender team is currently so overstretched that it cannot effectively support gender components in peacekeeping missions, support and monitor the delivery of gender-sensitive polices and operational guidance to peacekeeping missions by the various offices of the Department of Peacekeeping Operations and the Department of Field Support, engage in partnership-building efforts with United Nations entities and Member States, meet reporting obligations and document and analyse good practices and trends on gender and peacekeeping.

240. In order to ensure meaningful backstopping support for all peacekeeping missions, while also retaining a focus on strategic-level policy interventions, a more robust Gender Unit is required. An enhanced Gender Unit will ensure that there is appropriate leadership to guide the implementation of the mandate for gender mainstreaming in peacekeeping through strategic policy advice to senior

management. A Gender Policy Adviser at the P-5 level is proposed to establish a global workplan of objectives to guide the work of the Gender Unit in the Department of Peacekeeping Operations and gender components in peacekeeping missions; provide policy guidance and advice to heads of gender components in peacekeeping missions, including monitoring field-level implementation of policies and standards on gender and peacekeeping; manage the work of staff in the gender unit and provide substantive monitoring of the work of gender focal points within different offices of the Department; oversee the staffing of senior gender positions in peacekeeping missions; mobilize and manage resources to support gender mainstreaming activities; undertake representational activities and provide briefings to senior civilian, military and police leadership in peacekeeping missions; provide briefings as required to policy and budgetary committees overseeing peacekeeping activities; support departmental efforts to identify and recruit senior women to peacekeeping; and strengthen partnerships with regional organizations, principally the African Union and the European Union. Thus, a Gender Policy Adviser at the P-5 level is requested to ensure more effective engagement at decision-making levels in the Department. To facilitate effective backstopping of the work of the Unit, one Administrative Assistant (GS (OL)) is also requested.

Evaluation Section (1 P-5, 3 P-4, 1 GS (OL))

241. The Secretary-General, in his report to the Special Committee on Peacekeeping Operations of 29 December 2005 (A/60/640), expressed his intention to improve the evaluation capacity of the Department of Peacekeeping Operations and underlined the importance of evaluation as a key management tool.

242. The 2006 Office of Internal Oversight Services audit of the management structures of the Department of Peacekeeping Operations (A/61/743) noted that the Department should enhance and strengthen the monitoring function within the Office of the Under-Secretary-General to effectively monitor the work of the Department. This proposal therefore addresses both Member State and Office of Internal Oversight Services recommendations that the Department should strengthen its capacity to monitor and evaluate its activities in the field. The proposal would establish an integrated Evaluation Section within the Department of Peacekeeping Operations. The Section, reporting to the Director, Policy, Evaluation and Training Division, will be headed by a Chief of Section at the P-5 level. As with all other elements of the Division, the Section will provide services to both the Department of Peacekeeping Operations and the Department of Field Support.

243. The Evaluation Section will undertake programmed evaluations of missions, provide an immediate response to determine causes of emerging problems/critical incidents within missions and develop and implement procedures to measure mission readiness and the effectiveness of mission components and formed units in the implementation of the mission's operational plan and progress towards achievement of the mission mandate. One key aim of the programmed evaluations will be to review performance across missions from the perspective of consistency, using benchmarks, with the aim of identifying systemic weaknesses that will require cross-cutting remedial action. In this regard, evaluations will provide a timely view of any policy or operational gaps that must be plugged to effectively achieve a mission's mandate and ensure proper and synergetic management of resources to achieve the goals of the mandate in the most efficient and economical manner. The

evaluations will focus on mission performance rather than compliance issues that fall under the purview of the Office of Internal Oversight Services.

244. The results of evaluations will guide follow-on and remedial activities in the Department of Peacekeeping Operations and the Department of Field Support and the mission and will also support the development of policy, best practices and training and advice and briefings to Member States and legislative bodies. Evaluations will therefore also become an important tool in improving accountability to Member States for results and the use of resources.

245. The Evaluation Section will comprise a small number of experienced specialists who will provide and undertake comprehensive evaluation, reporting and monitoring of the implementation of recommendations and interface with the substantive organizational structures related to operations, military matters, police, mission support, thematic advice, policy and doctrine development and training capacity for complex missions. Mission evaluations will normally be led by a senior official with significant peacekeeping experience. The staff of the Evaluation Section will make up the core of the evaluation team, with additional specialists being drawn, as required, from the Department of Peacekeeping Operations and the Department of Field Support. The Section will comprise the Chief (P-5), three Evaluation Officers (P-4) and one General Service support staff member.

Chief, Evaluation Section (P-5)

246. The Chief of the Evaluation Section will be responsible for leading and managing the Section, including the management of a coordinated Department of Peacekeeping Operations and Department of Field Support mission evaluation programme; produce coordinated and integrated plans annually for the conduct of mission evaluations and inspections and to advise the Director of the Policy, Evaluation and Training Division and senior management of the two Departments on priorities for mission evaluation activities; and ensure that evaluation results are included in policy development and training process. The Chief of the Section will also maintain an up-to-date record of the status of implementation of recommendations contained in evaluation reports both at Headquarters and in the field. He or she will maintain an immediate evaluation capacity to review critical incidents in missions. The Chief will oversee the maintenance of a roster of individuals comprising former Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General and senior military and police personnel with extensive peacekeeping experience, who may lead evaluation teams as required. In addition, the Chief will maintain a roster of subject-matter experts to support specific and limited reviews in the field. In consultation with the senior management of the two Departments, the Chief will identify the most suitable individual to lead an evaluation team for a particular mission and provide support to that individual, prior to, during and after the evaluation of the Mission. The Chief will provide strategic advice to the Director of the Policy, Evaluation and Training Division, and to senior management of the two Departments on evaluation and monitoring policies for field missions, participate in inter- and intradepartmental meetings and liaise and negotiate on the administrative, financial, logistical and security aspects of evaluation. The Chief will also manage and oversee the work of the Section and its staff.

Evaluation Officer (Mission Support, P-4)

247. In order to ensure that relevant professional skills are applied to the evaluation of all components and activities within missions, it is proposed that an Evaluation Officer (Mission Support) be established within the Section. The Evaluation Officer will develop policies, practice and criteria for evaluations in respect of support components within a mission. He or she will also contribute to the development of mission evaluation programmes and take part in planning and executing evaluations of missions. The Evaluation Officer will work closely with the various areas within the Department of Field Support in carrying out his or her responsibilities. The incumbent will have substantive expertise to develop, implement and monitor a comprehensive evaluation of mission performance, including the mission-support aspects related to the implementation of mission mandates. The Evaluation Officer will also serve as the immediate interface between the Department of Field Support, the integrated operational teams in the Office of Operations and the Evaluation Section and will provide input for the annual mission evaluation programme; coordinate mission evaluations with other substantive and support areas; develop objectives and criteria for the evaluation of mission-support activities; prepare, conduct, draft and follow up mission evaluation reports; and develop logistics criteria for operational-readiness tests of military contingents and formed police units, in close coordination with the Department of Field Support and the Military and Police Evaluation Officers. He or she will identify lessons to be learned and propose mission support issues for best practice review.

Evaluation Officer (Military, P-4)

248. In order to ensure that relevant professional skills are applied to the evaluation of military components and activities within missions, it is recommended that an Evaluation Officer (Military) be established within the Section. The Evaluation Officer will develop policies, practice and criteria for the evaluation of military components in field missions. He or she will also contribute to the development of evaluation programmes and take part in planning and executing evaluations of missions. The Evaluation Officer will work closely with the Military Division and have the substantive expertise necessary to develop, implement and monitor a comprehensive evaluation of mission performance, including the military aspects related to the implementation of mission mandates. The Military Evaluation Officer will also serve as the immediate interface between the Section, the Military Division and the integrated operational teams. The Military Evaluation Officer will be responsible for assisting in guidance and policy development; coordinating, preparing, drafting and following up evaluations of mission military activities; identifying requirements for military representation on mission evaluations; and ensuring appropriate military representation on mission evaluation teams. He or she will develop criteria for operational-readiness tests of military contingents in close coordination with the other Evaluation Officers and the Military Division. The incumbent will coordinate closely with the Military Division and the Peacekeeping Best Practices Section for systematic incorporation of lessons learned in policy and doctrine reviews.

Evaluation Officer (Police, P-4)

249. The proposed Evaluation Officer (Police) will develop policies, practice and criteria for evaluation of police components in field missions. He or she will also

contribute to the development of evaluation programmes and take part in planning and executing evaluations of missions. The Evaluation Officer will work closely with other members of the Section and the Police Division and have substantive expertise to develop, implement and monitor a comprehensive evaluation of mission performance, including the police aspects related to the implementation of mission mandates. The Evaluation Officer will serve as the immediate interface between the Section, the Police Division and the integrated operational teams and will be responsible for developing objectives and criteria for the evaluation of mission police activities and coordinating, identifying and ensuring appropriate police representation on mission evaluations. He or she will ensure implementation of and adherence to established policies and practices on mission evaluations, as well as develop criteria for operational-readiness tests of formed police units, in close coordination with the other Evaluation Officers. The incumbent will provide guidance on the implementation of police aspects of mission evaluation, draft reports and follow-up on the implementation of mission evaluation recommendations. The incumbent will also develop the police criteria for the operational-readiness tests of formed police units, in close coordination with the Police Division. He or she will coordinate closely with the Police Division and the Peacekeeping Best Practices Section for systematic incorporation of lessons learned in policy and doctrine reviews.

Administrative Assistant (GS (OL))

250. It is proposed that an Administrative Assistant post be established to provide administrative support to the Evaluation Section. The function is proposed to provide administrative support to the head and members of the section; monitor processes and schedules related to the Section's outputs, products and tasks; perform data entry and extraction functions; monitor, prepare and distribute materials and reports; and carry out administrative coordination for the Evaluation Section.

Partnerships Section (1 P-5, 1 P-4, 1 GS (OL))

251. The development of deeper partnerships with United Nations and non-United Nations partners has been strongly encouraged by Member States. The World Summit Outcome supported a stronger relationship between the United Nations and regional and subregional organizations, including the expansion of consultation and cooperation through formalized agreements between the respective secretariats, and strengthened operational cooperation and support for peacekeeping capacity development (see General Assembly resolution 60/1, paras. 93 and 170). In 2006 the Special Committee on Peacekeeping Operations noted that a strong partnership with regional arrangements in United Nations peacekeeping operations would have a positive impact on the optimal use of limited resources and welcomed proposals to put in place concrete modalities for operational cooperation (see A/60/19, paras. 145-146). The Partnerships Section will function with a proposed P-5 Chief of Section, a proposed P-4 Coordination Officer and a redeployed P-4 from the Office of Operations to focus on the partnership with the European Union and NATO. The Partnerships Section also requires a General Service post for administrative support.

Chief, Partnerships Section (P-5)

252. In the light of the degree of interaction with external actors, including political entities, it is important that the proposed Partnerships Section be headed by an

officer with sufficient experience and be required political and communication skills to support senior management in the development of strategic partnerships and to represent the Department of Peacekeeping Operations in a wide range of contexts. The Chief of the Partnerships Section would undertake the following main functions: lead the Section in taking forward the development of mechanisms for regular communication and exchange with key United Nations and non-United Nations partnerships; identify key strategic partnerships for United Nations peacekeeping and elaborate processes to establish and/or deepen those relationships; establish joint areas of common concern and interest and manage the Section's elaboration of concrete modalities for cooperation in jointly identified areas; represent the Department of Peacekeeping Operations in key inter-agency forums for post-conflict peacekeeping and peacebuilding and facilitate the clarification of roles and responsibilities of United Nations actors as part of efforts to enhance overall coherence; and work, in consultation with the Director of the Policy, Evaluation and Training Division, with the Department of Field Support to provide policy support and advice on partnership issues.

Coordination Officer (Development Partners, P-4)

253. In 2005, the Department of Peacekeeping Operations commissioned a scoping study of Department of Peacekeeping Operations/World Bank engagement in the field and identified partnership with the World Bank as a priority in its "Peace operations 2010" reform agenda. Externally provided support then helped the Department to take steps in 2006 and 2007 to expand the range and scope of cooperation with the World Bank. Increased cooperation experiences at Headquarters included World Bank participation in the Department's training programmes for senior managers and leaders, the preparation of guidelines for the field on operational collaboration with the World Bank and Headquarters backstopping for specific cooperation initiatives between the World Bank and the Missions in Haiti and the Democratic Republic of the Congo. Future efforts will focus on deepening coordination on planning, training and implementation. IMF and regional development banks are also working more closely with United Nations peacekeeping operations, and strengthened dialogue at the Headquarters level will be explored with the goal of complementing and reinforcing those efforts. IMF is reviewing its engagement in fragile and post-conflict States, and initial contacts are under way between the Department and IMF. Finally, efforts are required at the Headquarters level to ensure that expanded partnership with international financial institutions is coherent with United Nations-wide efforts to establish peacebuilding strategies. The United Nations system has recognized that multidimensional peace operations require improved strategic coordination between the Department and development actors, and in particular multilateral development partners. A proposed Coordination Officer (P-4) will jointly develop, with World Bank counterparts, a strategic programme for strengthened Department of Peacekeeping Operations/World Bank partnership, as well as continue dialogue with IMF and regional development banks on engagement in fragile and post-conflict States and areas of potential partnership with the Department. The incumbent will establish priorities for future Department policy development and guidance on partnerships as they pertain to development partners and provide advice and input to field missions on the development of partnerships and joint operational cooperation. He or she will contribute to lessons learned, guidance and strategies on thematic areas of intersection between peace operations and multilateral development partners,

including governance and socio-economic recovery. The Coordination Officer will coordinate and liaise with other actors in the United Nations Secretariat and the United Nations system, including the United Nations Development Group Office, the Department of Political Affairs, the Peacebuilding Support Office and the Peacebuilding Commission, on partnership with Bretton Woods institutions and/or regional development banks.

254. These tasks cannot be accomplished by the Department of Peacekeeping Operations alone: the concerted efforts of peace, security and development actors will be needed. This effort requires additional resources for a P-4 Coordination Officer to increase the understanding of the roles and activities of United Nations and external actors in order to improve interface, identify opportunities for cooperation and maximize operational engagement in the field. A General Service staff member is also requested to provide administrative support.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$7 753.9	$7 753.9	—

255. The estimate of $7,753,900 provides for salaries, common staff costs and staff assessment for 41 continuing posts and 11 proposed new posts.

	Cost estimates	*Variance*	
General temporary assistance	$438.6	$438.6	—

Policy and guidance (20 months, P-3)

256. Twenty person-months at the P-3 level are requested by the Peacekeeping Best Practices Section to assist with the implementation of the new policy and guidance approach in the Department of Peacekeeping Operations. Over the last few years, the Section has developed a comprehensive framework of activities conducted in United Nations peace operations. This framework, involving some 1,200 activities, forms the centrepiece of the new Department of Peacekeeping Operations Intranet. It serves as the organizing architecture for identifying practice, establishing standards, training to those standards, gleaning lessons from the field and monitoring performance. It is, in essence, the beginning of the development of an institutional approach to peacekeeping operations, or a doctrine. This new system is known as the "guidance system" and is one of the core goals of "Peace operations 2010". The two proposed P-3 officers (10 months each) will be fully engaged in the further development of the Department's guidance system (organizing and refining the framework and providing ongoing policy support to the Department) and in producing specific operational policy and guidance materials within the Department. The officers will also liaise with Member States, United Nations agencies and offices and ensure that Department policy is incorporated in training. In addition to the ongoing development and maintenance of the guidance framework, the officers will complete a policy/procedure gap analysis of the framework and assist in the development of guidance in a range of key areas such as mission planning, mission management, police, military matters and security sector reform.

Child Protection Adviser (10 months, P-4)

257. In 1999 the Security Council explicitly requested the Secretary-General to incorporate child protection into peace operation mandates when appropriate. The first child protection adviser was deployed to UNAMSIL in 2000, and there are currently approximately 60 child protection advisers deployed in six peacekeeping missions: MONUC, UNOCI, ONUB, UNMIS, UNMIL and MINUSTAH. The advisers are responsible for advising the Special Representatives of the Secretary-General and the missions on child protection functions within the missions, most notably in respect of military and police personnel. In the six years that the child protection advisers have been deployed, there has been no dedicated guidance, coordination or backstopping at Headquarters. While the desk officers in the Office of Operations offer general support to missions, there is little expertise available on this issue, and most tasks related to child protection are covered in only ad hoc fashion. The Office of the Special Representative of the Secretary-General for Children and Armed Conflict also lends a small amount of support to the field; however the Office's mandate is strictly one of advocacy in respect of children and armed conflict and not specific to peacekeeping.

258. While the Peacekeeping Best Practices Section has taken the first steps in identifying the need for policy and best practice guidance, there is no capacity or expertise within the Section to perform any of the related tasks. In response, the Section is seeking 10 months of general temporary assistance to support a P-4 Child Protection Adviser to work alongside units that perform a similar function for other substantive areas, such as gender and HIV/AIDS. The Child Protection Adviser will capture best practices and draft policy guidelines; integrate best practices into training for child protection advisers; support the planning of new missions through the integrated operations teams, including by participating on a daily basis in planning meetings, participating in technical assessment missions, helping draft concepts of operation and reports of the Secretary-General, and technically clearing and interviewing potential field staff; develop and maintain a coherent policy and strategy across missions; and support the monitoring and evaluation process to assess the impact of Department of Peacekeeping Operations child protection initiatives.

	Cost estimates	*Variance*	
Consultants	**$610.7**	**$610.7**	—

259. The consultancy requirements for the period 2007/08 are as follows:

Expertise	*Person/ month*	*Amount (United States dollars)*	*Output reference*
Mission assessment/internal evaluation		242 400	6 comprehensive mission evaluations including follow-up of recommendations
Training (Integrated Training Service)		368 300	—
Total		**610 700**	

260. The amount of $242,400 is requested for evaluation capacity to provide the Department of Peacekeeping Operations with a comprehensive assessment and internal evaluation mechanism to assist in the effective management of field missions. A retired senior military or police officer with the requisite experience and qualifications will conduct the mission evaluations and provide impartial and objective reports on the ability of missions to effectively implement Security Council mandates and manage and administer their resources in accordance with United Nations policies. The consultants will lead a team comprising members of the Evaluation Section, plus additional specialists drawn from both the Department of Peacekeeping Operations and the Department of Field Support. At the conclusion of the evaluation visits, the consultants will lead the preparation of a comprehensive evaluation report that includes the identification of remedial actions to be taken by both Departments as well as the field missions.

261. The amount of $368,300 is requested by the Integrated Training Service for training-related consultancy services. The funds will be required to hire external consultants to function as facilitators at workshops and as resource persons on certain specialized issues such as corrections, rule of law and legal/judicial topics.

	Cost estimates	*Variance*	
Official travel	$2 743.9	$2 743.9	—

262. The travel requirements for the period are as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning and assessment	277 900	Issuance to all peacekeeping operations of 3 new policies in the following areas: mission integration, gender, HIV/AIDS, child protection, civil affairs, best practices and training 3 needs-assessment visits to peacekeeping missions and provision of subject-matter expert advice in the areas of gender, civil affairs, child protection, best practices, training and HIV/AIDS as requested by missions Guidelines on joint operational initiatives between the Department of Peacekeeping Operations and partners in the field Guidelines on joint operational initiatives to be undertaken in missions 6 comprehensive mission evaluations, including follow-up of recommendations

Type of travel	*Amount (United States dollars)*	*Output reference*
Political consultation and coordination	103 600	Issuance to all peacekeeping operations of 3 new policies in the following areas: mission integration, gender, HIV/AIDS, child protection, civil affairs, best practices and training 1 joint initiative with the World Bank in a post-conflict context Establishment of joint coordination mechanisms with the European Union for European Union operations in support of United Nations peacekeeping missions
Technical support	23 100	Issuance to all peacekeeping operations of 3 new policies in the following areas: mission integration, gender, HIV/AIDS, child protection, civil affairs, best practices and training 2 new communities of practice knowledge-sharing networks for peacekeepers doing similar jobs in different missions established and used in the field
Integrated Training Service	2 339 300	Facilitating the organization and monitoring of all training activities for the Department of Peacekeeping Operations and the Department of Field Support in their areas of specialization
Total	**2 743 900**	

263. The amount of $2,743,900 is requested for mission planning and assessment, of which $94,600 would provide for Peacekeeping Best Practices Section thematic advisers and policy guidance staff to undertake mission planning, assessment and consultations in the missions. The funding includes official travel for thematic areas such as gender and HIV/AIDS and also provides for policy and knowledge-management staff to participate in mission planning and assessment meetings. The amount of $52,000 would provide for mission visits by the Director of the Policy, Evaluation and Training Division to brief mission leadership and staff members on reform and to review the effectiveness of missions, as well as for officers to conduct three mission-assessment visits to review mandate implementation and the operations of mission components and evaluate the effectiveness of the Department's support for the missions. The provision of $131,300 would cover travel of the evaluation team to undertake evaluation and assessment of missions.

264. The amount of $22,300 would provide peacekeeping best practices thematic advisers and policy guidance staff to undertake political consultation and coordination with external entities, including official travel for thematic areas such as HIV/AIDS and gender, and also for policy and knowledge-management staff to

be represented at events with regional organizations and Department of Peacekeeping Operations partners. The Partnerships Section will require $58,500 to travel to meet with strategic partners (international financial institutions, the European Union, NATO and the African Union) for the development of strategic frameworks for cooperation, as well as travel to peacekeeping missions to support operational partnerships in the field and design Department-wide guidelines for such field-based partnerships. The amount of $22,800 would provide for the Director of the Policy, Evaluation and Training Division to participate in conferences organized by regional organizations on peace operations.

265. The amount of $23,100 allows for various teams in the Peacekeeping Best Practices Section to offer technical support to the missions. Specifically, the provision would allow the knowledge-sharing team to travel to various missions and conduct after-action reviews on the implementation of knowledge-sharing tools in the missions.

266. For Integrated Training Service activities, a total of $2,339,300 is requested for travel of participants, trainers and facilitators.

	Cost estimates	Variance	
Other supplies, services and(equipment	$895.9	$895.9	—

267. The amount of $895,900 is requested to provide training fees and supplies in relation to the activities of the Integrated Training Service. The variance is attributed to a decrease in the fees and supplies needed for training services.

6. Overall resource requirements of the Department of Peacekeeping Operations

(a) Human resource requirements

			Temporary posts								
	Regular budget		Support account				Other		Total		
Category	2006/07	2007/08	2006/07	2007/08	Change	Rejustified	2006/07	2007/08	2006/07	2007/08
Professional and above										
Under-Secretary-General	1	1	—	—	—	—	—	—	1	1
Assistant Secretary-General	1	3	—	—	—	—	—	—	1	3
D-2	4	4	2	4	2	—	1	1	7	9
D-1	4	4	7	11	4	—	—	—	11	15
P-5	3	3	23	58	35	—	2	2	28	63
P-4	4	1	103	166	63	—	4	4	111	171
P-3	2	1	62	92	30	—	7	7	71	100
P-2/P-1	2	2	8	10	2	—	—	—	10	12
Subtotal	**21**	**19**	**205**	**341**	**136**	—	**14**	**14**	**240**	**374**

			Temporary posts							
	Regular budget		Support account				Other		Total	
Category	*2006/07*	*2007/08*	*2006/07*	*2007/08*	*Change*	*Rejustified*	*2006/07*	*2007/08*	*2006/07*	*2007/08*
General Service										
Principal level	—	—	2	2	—	—	—	—	2	2
Other level	9	9	66	96	30	—	7	7	82	112
Subtotal	**9**	**9**	**68**	**98**	**30**	**—**	**7**	**7**	**84**	**114**
Total	**30**	**28**	**273**	**439**	**166**	**—**	**21**	**21**	**324**	**488**

(b) Financial resource requirements, Department of Peacekeeping Operations[a]

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Amount (4)=(3)-(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	34 045.4	39 074.8	60 117.7	21 042.9	53.9
II. Non-post resources					
General temporary assistance	604.2	1 237.8	1 726.6	488.8	39.5
Consultants	132.6	263.7	910.7	647.0	245.4
Official travel	2 250.7	5 550.1	5 670.0	119.9	2.2
Facilities and infrastructure	369.5	1 202.3	3 636.5	2 434.2	202.5
Communications	1 029.7	1 092.5	1 904.7	812.2	74.3
Information technology	4 127.0	9 720.0	16 589.5	6 869.5	70.7
Medical	—	2.1	3.7	1.6	76.2
Other supplies, services and equipment	483.2	1 367.4	1 089.0	(278.4)	(20.4)
Subtotal II	**8 996.9**	**20 435.9**	**31 530.7**	**11 094.8**	**54.3**
Total I and II	**43 042.3**	**59 510.7**	**91 648.4**	**32 137.7**	**54.0**

[a] Exclusive of funds centrally managed by the Department of Management, but inclusive of funds managed centrally on behalf of the Department of Field Support.

(c) Executive Office: centrally administered costs

	Cost estimates	*Variance*	
Facilities and infrastructure	$3 623.5	$2 430.6	202.2%

268. The amount of $3,623,500 provides for office supplies ($622,500) for all Department of Peacekeeping Operations and Department of Field Support staff at Headquarters on the basis of updated standard rates, as well as for rental of photocopiers ($131,500) and furniture ($2,878,500) for the proposed new staff of the two Departments.

269. The increase of $2,430,600 over the resources approved in the current year is attributable mainly to an increase in the cost of furniture for the new posts, due to the number of posts requested and to an update of the standard rate applied for this item.

	Cost estimates	*Variance*	
Communications	$1 826.4	$733.9	67.2%

270. Of the requested amount of $1,826,400 for communications costs, a provision of $982,000 is made for commercial communications charges based on a standard rate per staff member derived from past experience. In addition to those charges, a provision for special communication support services ($30,000) is requested.

271. For acquisition of standard communications equipment, such as telephones and fax machines, and for LAN-wiring of new office space, a total of $421,400 is requested on the basis of a standard rate of $1,400 for all staff. Additional provisions of $393,000 are requested for special communications equipment for the entire Department of Peacekeeping Operations and Department of Field Support, including:

(a) Additional and replacement videoconferencing facilities ($225,000);

(b) Situation Centre call centre PABX and Voice over Internet Protocol interface equipment and telephone control centre ($30,000);

(c) PABX upgrade ($40,000);

(d) Replacement INMARSAT (portable satellite terminals) ($20,000);

(e) Replacements and spare parts/supplies for communications equipment including modems, routers and terminals ($78,000).

272. The variance is attributable mainly to higher commercial communication costs for the Department, because of the number of new posts requested and the update to a higher standard cost for communications equipment owing to the inclusion of the cost of the LAN-wiring of new office space.

	Cost estimates	*Variance*	
Information technology	$16 589.5	$6 869.5	70.7%

273. Included in the estimate of $16,589,500 for information technology is a provision of $1,767,600 for the maintenance of IT equipment at standard rates (standard level agreement). The acquisition of standard equipment amounts to $916,400, and includes 301 new and 205 replacement desktop computers ($556,600), 25 new and 48 replacement laptop computers ($116,800) and 81 network printers ($243,000). All of these items are budgeted according to the most recent estimating guide from the Information Technology Services Division.

274. Special IT equipment in the amount of $1,913,400, including additional disk storage ($150,000), special call centre equipment ($60,000), network security devices for encryption ($200,000), 14 servers ($350,000), 20 digital senders ($50,000), 3 scanners ($18,000), 5 projectors ($10,000) and 5 digital cameras ($3,500), is also requested, as well as $165,500 for the acquisition of spare parts and

supplies. For the part of the human resources IT Talent Management Project corresponding to the Department of Peacekeeping Operations, $814,000 is requested for IT and communications equipment, including additional storage and servers, required for the roll-out of the project to the peacekeeping missions. Finally, special equipment for the standing police capacity ($92,400) is included.

275. A wide variety of software packages ($1,636,000) are required by the Department of Peacekeeping Operations and the Department of Field Support. The requirements include content management, document publishing and web/portfolio design software ($136,000); special software for network monitoring and analysis and improvement of network security ($181,000); file transfer, data backup and replication software ($81,000); data-processing systems and system management suite ($104,000); virtualization software and tools ($25,000); and system analysis, utilization and performance monitoring, including emulators and computer forensic software ($134,000). Software amounting to $975,000 for a fuel management system, which will ensure the recording, monitoring, data integration, statistical report generation and analysis in relation to fuel consumption and trends in field missions, will also be required in 2007/08.

276. In order to renew existing software licences and expand the pool of registered users as the number of peacekeeping personnel increases, $869,700 is required by the Department of Peacekeeping Operations/Department of Field Support. Software licence fees are recurrent fees arising from the use of software purchased for Galaxy, funds monitoring tool maintenance, the fuel management system, storage area networks, virtualization, etc.

277. For external contractual information technology services, a total of $10,356,100 is also requested. Those services are:

(a) Help desk support ($1,235,000): provision for continued global help desk support, 24 hours a day, seven days a week, for Department of Peacekeeping Operations Headquarters and field information and communications technology operations, including information exchange for Department of Peacekeeping Operations critical systems;

(b) Network support ($942,500): the Department of Peacekeeping Operations requires continuous data and voice communications between United Nations Headquarters and field missions. A robust network is required to enable field missions and Headquarters to exchange and have access to information. In order to facilitate the round-the-clock availability of these vital communication links, network support will be undertaken using a layered approach to provide tier 1 and tier 2 support. Coordination and monitoring of the services are required to enable the management and operation of Department of Peacekeeping Operations global disaster recovery and business continuance architecture and systems;

(c) Application support ($617,500) at the tier 2 level for all Lotus Notes applications utilized in the Department of Peacekeeping Operations at Headquarters, including E-STARS/mail action records system; support of web-based applications change management and user documentation/training;

(d) Disaster recovery and business continuity support ($715,000): these services include coordination and monitoring of the services required for the continued management and operation of Department of Peacekeeping Operations global disaster recovery and business continuance architecture and systems, as well as coordination of server and network infrastructure requirements, configuration and establishment of documentation for implemented systems, including day-to-day operational support, operation of the disaster recovery and business continuance infrastructure in the Department and maintaining flexible support for changing departmental disaster recovery and business continuance requirements and monitoring of disaster recovery and business continuance systems;

(e) Videoconferencing support ($830,000) is required for continued centralized technical and operational support for videoconferencing and associated multimedia support activities between the Department of Peacekeeping Operations, field missions and other United Nations entities. Technical support includes the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio- and videoconferencing, including secure and encrypted connexions, help desk support related to audio- and videoconferencing for field missions and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at the United Nations Logistics Base. In addition, technical support will be provided for missions with developing and expanding internal videoconferencing networks;

(f) Assets bar-coding project ($150,000): the Department of Peacekeeping Operations is currently embarking on a project to implement bar-coding technologies. Leveraging these technologies will introduce efficiencies at all levels when dealing with physical assets in the missions. Proposed efficiencies will be obtained through the utilization of bar-coding technologies for asset receipt, issue, return to stock, physical verification and write-off. To ensure that the Department makes full use of these technologies and that the correct configuration is selected for global usage, hardware selection procedures, assessments and compatibility tests need to be carried out and integration points with the Department's inventory management system need to be designed to ensure that relevant data are downloaded and uploaded to prevent duplicative data entry and ensure data integrity;

(g) Peacekeeping Best Practices Section system maintenance, support and enhancements ($50,000): the Section's website and several communities of practice sites were implemented in 2004/05 to disseminate policy, analysis and lessons and to provide a means for subject-matter experts to collaborate and share information. The requirement for server administration and user support services to the website has been extended to 2007/08, as the systems used by the Section continue to benefit the field missions. Additional work by the Communications and Information Technology Service will include gathering requirements, analysis and the development of functional and design enhancements for the website;

(h) Department of Peacekeeping Operations Intranet website functionality enhancement ($50,000): in line with the information management strategy and the enterprise approach it mandated, the Department of Peacekeeping Operations will implement an enterprise information portal. To meet the Department's information management needs in the interim, its Change Management Office and the Communications and Information Technology Service have developed an Intranet website to provide a central repository of information accessible to Department of Peacekeeping Operations personnel at Headquarters and in peacekeeping missions. Through the site, personnel will have access to consistent information Organization-wide. The Department Intranet has also been effective in enhancing the sense of community among all peacekeeping personnel. The Department Intranet will complement iSeek and will be available as a link on iSeek through the Department menu. The Communications and Information Technology Service will engage in additional enhancements to the Intranet website to further strengthen its effectiveness and increase its impact;

(i) Integrated training website ($50,000): the creation of a website to support the Integrated Training Service will provide critical information to field mission personnel on all training activities. It will also serve as a mechanism for gathering data on training delivery, career development and disseminating training material. The Communications and Information Technology Service will engage in the gathering of information on requirements and in development activities for the Integrated Training website;

(j) Galaxy tier 1, 2 and 3 support and maintenance ($650,000): the Galaxy system is the Organization's enterprise recruitment system. The continued operation, maintenance and support of the Galaxy system is essential to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner. Furthermore, in order to adapt the Galaxy system to accommodate future rules and regulations governing human resources, a capacity to implement enhancements in its functionality is required. This capacity will also support and strengthen the integration of the Galaxy system with other Department of Peacekeeping Operations enterprise systems and will enable enhanced reporting and business intelligence;

(k) Special Committee on Peacekeeping Operations website support, maintenance and enhancements ($50,000): the website serves as a working tool and is the main repository of information for the Committee. It contains schedule and events announcements, reports of the Secretary-General, Department of Peacekeeping Operations documents, briefing materials and links to United Nations and Department of Peacekeeping Operations websites;

(l) Communities of practice website support, maintenance and enhancements ($50,000): the communities of practice constitute a knowledge-sharing initiative fostering collaboration between cross-functional employees in all Department of Peacekeeping Operations missions and providing an online forum for members to ask questions, exchange information, build a shared library of useful documents and ensure that best practices are identified and applied. The Communications and Information Technology Service will provide support, maintenance and enhancements to the seven established communities of practice;

(m) Fuel management system — coordination and configuration ($1,400,000): the proposed fuel management system will enable the automation, management and monitoring of fuel in field missions. The system will optimize the Department's fuel management capacity and mitigate wastage and loss by enhancing control and visibility. Approval for the system has been obtained through the information and communications technology governance bodies. The proposed system will also facilitate effective review of the performance of vendors, as well as their compliance with contracts, which will in turn support Procurement Service negotiations on new contracts;

(n) Computer-based training system ($275,000): the Integrated Training Service is embarking on the establishment of a series of five flexible computer-based training modules that will be designed to be usable on stand-alone computers over the Internet and Department of Peacekeeping Operations networks. The Communications and Information Technology Service will be required to ensure that up-to-date content can be delivered to staff members in field missions as required and establish the necessary equipment, infrastructure and software;

(o) Human resources IT talent management system ($2,421,400): consultants are required for this project to provide project coordination, business and systems analysis, technical writing and an end-user support capacity ($1,081,400). In addition, consultants will be hired to work on the software modification for the configuration and customization arising from the need to extend the existing functionality of the talent management system to address the unique business functions/workflows and unique forms of personnel recruitment of the Department of Peacekeeping Operations and to migrate data from, or integrate data with, existing or new systems of the Department. The cost estimates for the sub-components are:

(i) Initial data cleansing/migration work for field mission-specific data (from Galaxy, Nucleus, FPMS, PMSTARS, etc.) ($370,000);

(ii) Ongoing data integration work (with Galaxy, Nucleus, FPMS, PMSTARS, etc. ($250,000);

(iii) Configuration and customization to extend talent management software functionality to address the additional specific requirements of the Department of Peacekeeping Operations ($720,000).

B. Department of Field Support

278. The Department of Field Support will be responsible for providing support to United Nations field operations, including personnel, finance, procurement, logistics, communications, information technology, finances and other administrative and general management issues. The new Department will be a provider of services to the Department of Peacekeeping Operations. To strengthen the efficiency and coherence of support provided to the field, and to ensure effective oversight, existing Department of Peacekeeping Operations support capacities and certain functions currently performed by the Department of Management will be consolidated and assigned to the Department of Field Support. The entirety of the current Office of Mission Support will be transferred from the Department of Peacekeeping Operations to the new Department of Field Support, in addition to certain resources from the Department of Management. The transfer of those resources and the additional resources requested are described in more detail below. The Department of Field Support will consist of three principal components: (a) the Office of the Under-Secretary-General, (b) the Office of Field Administrative Support and (c) the Office of Integrated Support Services.

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback on the Department's work expressed in the report of the Special Committee, comments by Security Council members and Member States; and endorsement by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the Secretary-General's recommendations, in particular on reforms to peacekeeping and the establishment of new capacities to meet emerging needs in peacekeeping

Outputs

- 10 briefings to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and other legislative bodies
- 25 meetings with/briefings to Member States and regional organizations
- 10 presentations on peacekeeping issues at conferences, seminars and other public forums
- 10 interviews with and briefings to the media
- 12 visits to major financial contributors, key troop- and police-contributing countries and other Member States

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 Strengthened field operations through actions and initiatives that put mission needs first

Outputs

- 8 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field
- Development of a roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes
- Forecasting of vacancies in senior military, police and civilian leadership posts and administration of selection and appointment processes for the recruitment of senior leadership posts
- Guidance to 16 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues
- Visits to 4 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures

External factors

Availability of qualified military, police and civilian candidates for service in peace operations

Political will of Governments to participate constructively in risk assessment and mitigation

(b) Human resource requirements

			Temporary posts										
			Support account										
	Regular budget			*Transfers*						*Other*		***Total***	
Category	*2006/07*	*2007/08*	*Approved 2006/07*[a]	*In*	*Out*	*New posts*	*Total proposed 2007/08*	*Change*	*Re-justified*	*2006/07*	*2007/08*	*2006/07*	*2007/08*
Professional and above													
Under-Secretary-General	—	1	—	—	—	—	—	—	—	—	—	—	1
Assistant Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
D-2	—	—	—	—	—	—	—	—	—	—	—	—	—
D-1	—	1	—	—	—	—	—	—	—	—	—	—	1
P-5	—	—	—	1	—	3	4	4	—	—	—	—	4
P-4	—	—	1	1	(1)	4	5	4	—	—	—	1	5
P-3	—	—	1	—	(1)	2	2	1	—	—	—	1	2
P-2/P-1	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**—**	**2**	**2**	**2**	**(2)**	**9**	**11**	**9**	**—**	**—**	**—**	**2**	**13**
General Service and other													
Principal level	—	—	—	—	—	—	—	—	—	—	—	—	—
Other level	—	—	2	1	(2)	7	8	6	—	—	—	2	8
Security Service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**—**	**—**	**2**	**1**	**(2)**	**7**	**8**	**6**	**—**	**—**	**—**	**2**	**8**
Total	**—**	**2**	**4**	**3**	**(4)**	**16**	**19**	**15**	**—**	**—**	**—**	**4**	**21**

[a] The baseline of four support account posts in 2006/07 reflects the requirements of the Office of the Assistant Secretary-General for Mission Support.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment[a] (2006/07) (1)	Cost estimates (2007/08) (2)	Variance Amount (3)=(2)–(1)	Variance Percentage (4)=(3)÷(1)
I. Post resources	512.9	1 924.9	1 412.0	275.3
II. Non-post resources				
General temporary assistance	—	—	—	—
Consultants	221.0	—	(221.0)	(100.0)
Official travel	95.8	104.9	9.1	9.5
Subtotal II	**316.8**	**104.9**	**(211.9)**	**(66.9)**
Total I and II	**829.7**	**2 029.8**	**1 200.1**	**(144.6)**

[a] The apportionment for 2006/07 reflects the requirements of the Office of the Assistant Secretary-General for Mission Support.

(d) Justification of posts

279. The new Office of the Under-Secretary-General for Field Support will comprise four organizational units: (a) Front Office, (b) Senior Leadership Appointments Section, (c) Risk Management Unit and (d) Legal Service. The functions and support account resource requirements for each of those organizational units are presented below. The proposed strength of the Office of the Under-Secretary-General for Field Support is 21 posts, of which 17 will be new posts (1 Under-Secretary-General, 3 P-5, 4 P-4, 2 P-3 and 7 GS (OL)). It is proposed that the post of Under-Secretary-General be established under the regular budget (see A/61/858/Add.2, for details). The remaining four posts are to be transferred to the Office of the Under-Secretary-General for Field Support from the Department of Peacekeeping Operations, as detailed below.

(i) Transfer of existing posts from the Department of Peacekeeping Operations

280. The most appropriate baseline for the new Office of the Under-Secretary-General in terms of level of human and financial resources approved in the fiscal year 2006/07 is the Office of the Assistant Secretary-General for Mission Support. The four posts currently approved in the Office of the Assistant Secretary-General will be redeployed to the new Office of the Assistant Secretary-General, Integrated Support Services, while some functions that were previously performed by staff in other parts of the Department of Peacekeeping Operations will be transferred, including human resources, and consolidated in the Office of the Under-Secretary-General for Field Support. Thus, two posts — one P-5 and one General Service (Other level) — will be transferred from the Administrative Support Division of the current Office of Mission Support in the Department of Peacekeeping Operations to the proposed Senior Leadership Appointments Section. The P-5 was approved in 2006/07 as head of the Senior Leadership Appointments Section. In addition, a P-4 Administrative Management Officer, whose functions and responsibilities cover legal issues in the Division, will be redeployed from the Logistics Support Division of the Office of Mission Support to the Legal Section, which is proposed to be

established in the Office of the Under-Secretary-General for Field Support. Under the regular budget, a D-1 post is to be redeployed from the Logistics Support Division to the Office of the Under-Secretary-General for a Special Assistant to the Under-Secretary-General.

(ii) *New posts*

Front Office of the Under-Secretary-General for Field Support

Personal Assistant to the Under-Secretary-General (GS (OL))

281. In terms of structure, the proposals for the Office of the Under-Secretary-General for Field Support reflect the organizational configuration of the Office of the Under-Secretary-General for Peacekeeping Operations, including resources commensurate with the functions required to support the head of the Department. It is proposed that the Under-Secretary-General (regular budget) will be directly supported by a Special Assistant at the D-1 level (regular budget) and by a Personal Assistant (GS (OL)) who assists the Under-Secretary-General in effectively carrying out the duties of the post.

282. To effectively support the overarching functions of the Office, the Under-Secretary-General will require a dedicated office management capacity staffed by a Programme Management Officer (P-5), an Administrative Management Officer (P-4) and necessary administrative support (2 GS (OL)). The Office of the Under-Secretary-General will be responsible for maintaining the Registry for the Department of Field Support. The Registry would be headed by a Records Management Officer (P-3), who would oversee the work of three Records Clerks (3 GS (OL)).

Programme Management Officer (P-5)

283. The Programme Management Officer will be responsible for ensuring that the Department's activities are developed and implemented in line with the strategic vision and guidance of the Under-Secretary-General. Specifically, the Programme Management Officer will assist in managing the internal work coordination, communication and information flow in the Department, including through the development and execution of the Department of Field Support programme management plan. The Programme Management Officer will also act as the dedicated focal point for intradepartmental issues regarding integration with the Department of Peacekeeping Operations. The incumbent will also support the Under-Secretary-General in the coordination and implementation of the Department's reform and change management plans and processes, as well as develop the Department's results-based budgeting framework, ensuring its alignment with Department of Field Support core functions and programme goals and monitoring its implementation. The incumbent will conduct follow-up on actions and administrative and substantive decisions of the leadership and provide policy and administrative guidance consistent with the policy objectives of the Under-Secretary-General.

Administrative Management Officer (P-4)

284. The Administrative Management Officer would assist the Under-Secretary-General by strengthening the management capacity of the Office of the Under-

Secretary-General by providing direct support in respect of the overall administration of the Office. He or she would develop and maintain an efficient system of reviewing incoming communications and correspondence; conduct follow-up on actions and administrative and substantive decisions of the Under-Secretary-General; provide regular liaison with the staff of Department of Field Support, as well as other departments and agencies involved in the provision of support to United Nations peace operations; and provide policy and administrative guidance consistent with the policy objectives of the Under-Secretary-General and those of the Department.

Administrative Assistants (2 GS (OL))

285. Two Administrative Assistants are required to provide administrative support to the Office of the Under-Secretary-General. Under the direct supervision of the Special Assistant, the support staff will deal with the large volume of incoming and outgoing correspondence of the Office, including tracking the movement of all documentation within the Office; provide support with regard to official travel matters; monitor personnel attendance; and perform other general administrative office duties as required.

Records Management Officer (P-3) and Records Clerks (3 GS (OL))

286. With regard to the registry function, the Department of Field Support intends to implant a comprehensive records management policy to manage records in a systematic way both at Headquarters and in the field. The records management policy, modelled on the policy recently established in the Department of Peacekeeping Operations, will set standards for the Department of Field Support for records classification, security, retention and disposition. The Front Office of the Under-Secretary-General will house the principal records unit of the Department and will be the point of reference for records management guidance and advice for the whole Department. It is therefore proposed that a Records Management Officer (P-3) position be created to support the implementation of the records management policy and associated tasks.

287. To fully meet the range of registry functions for the Department of Field Support, the Office of the Under-Secretary-General will require three Records Clerks (3 GS (OL)). The Records Clerks will be responsible for records and correspondence management, which includes, among other tasks, distributing incoming mail (including highly confidential and time-sensitive material) within the Department, maintaining the electronic and paper central filing system and retrieving material upon request. Specifically, the three posts will focus on the processing of incoming and outgoing mail, responding to requests and providing ad hoc assistance to officers, as well as maintain the electronic and paper record management and archiving duties of the office.

Senior Leadership Appointments Section

Administrative Management Officer (P-4) and Human Resources Officer (P-3)

288. The Senior Leadership Appointments Section will provide a dedicated capacity to identify and establish strategies to meet senior leadership requirements in field operations, which will ensure consistency with organizational standards and continuity of leadership in United Nations peace operations. The Section will

conduct executive searches and targeted outreach and be charged with establishing suitable mechanisms to foster and sustain viable partnerships with Member States, relevant professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes to support the rostering of highly qualified personnel.

289. The Section will also be responsible for monitoring the expiration of appointments to senior leadership positions and for ensuring effective management of vacancies and of the selection and appointment process, as well as for developing appropriate assessment mechanisms. The creation of the Senior Leadership Appointments Section introduces a capability to plan and manage appointments and vacancies through the application of approved policy, standards and consultative mechanisms and to ensure the provision for the first time of resources that are focused on expanded and targeted outreach, allowing for an enhanced ability to meet the breadth of leadership requirements in the field in terms of substantive profiles and numbers. As of early February 2007, there were approximately 265 senior positions in the field at the D-1 level and above.

290. As a new initiative in the Department, the Senior Leadership Section was established during the previous budget period by the redeployment of one post at the P-5 level from the Office of the Assistant Secretary-General for Mission Support and one Human Resources Assistant (GS (OL)) post from the Personnel Management and Support Service. Those two posts are, as indicated above, to be redeployed to the new Senior Leadership Appointments Section. An additional Professional staff member at the P-4 level was provided through general temporary assistance. In view of ongoing requirements in support of this critical area, it is proposed that the general temporary assistance position be converted to a post. On the basis of experience, an additional post is requested at the P-3 level to enable the Section to adequately support the planning, coordination and selection process for senior personnel.

Administrative Management Officer (P-4)

291. Under the direction of the Chief of Section, the Administrative Management Officer will provide secretariat services to the Department's Senior Leadership Review Group and coordinate within the United Nations common system, in particular with the United Nations Development Group/Executive Committee on Humanitarian Assistance, on the identification of candidates for the post of Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. The incumbent must consult with a broad range of internal partners, including the Executive Office of the Secretary-General, the Department of Peacekeeping Operations, the Department of Political Affairs, the Special Adviser on Gender Issues and Advancement of Women, the Office of the United Nations High Commissioner for Human Rights, the Office of Human Resources Management and other relevant agencies. He or she will also be responsible for vacancy management and monitoring the expiration of appointments to senior mission leadership positions. He or she will conduct the initial assessment of senior candidates, including the thorough application of appropriate assessment mechanisms. The Administrative Management Officer will create and manage relevant mechanisms, policy and standard operating procedures required for the effective performance of the responsibilities of the Senior Leadership Appointments Section.

Programme Officer (P-3)

292. An additional post is requested for a Programme Officer at the P-3 level who will assist in supporting outreach and project-related activities, including funding proposals, and provide substantive support for policy coordination, analysis and evaluation. He or she will support the Section's responsibilities for the management of candidates and ensure the anticipation of senior vacancies and requirements through effective linkages with other relevant areas. He or she will backstop secretariat support for the regular meetings of the Senior Leadership Review Group, including the consolidation and preparation of documentation for decisions and follow-up, and effectively coordinate clearances and the verification of references and designations with all relevant partners.

Risk Management Unit

Senior Risk Management Officer (P-5) and Programme Officer (P-4)

293. With the creation of the new Department, in view of the importance of incorporating risk management in all aspects of field operations, it is proposed to establish a dedicated capacity in the Department of Field Support to introduce and coordinate an internal risk-management approach in the planning and execution of peace operations in the field. This capacity will ensure that risks that may have an adverse impact on the conduct of a peacekeeping mission are identified at an early stage and effective risk-mitigation strategies are implemented.

294. To manage this function, a Senior Risk Management Officer (P-5) and a Programme Officer (P-4) are required. The Senior Risk Management Officer will serve as the point of contact for the Department on risk-management issues. The incumbent will be required to establish the risk-management context for operations in the field through the systematic identification of all risks, including conducting risk assessments and assessing risk-mitigation measures for each identified. In addition, he or she will assist in the implementation, monitoring of impact and effectiveness of risk-mitigating measures in the field. Additional functions would include raising awareness of risk issues; coordinating training and education on risk management; developing policies and procedures to address risk issues; producing and/or maintaining an operations manual; and facilitating access to risk-management resources.

295. Under the guidance of the Senior Officer, the Programme Officer (P-4) will be responsible for developing and enhancing tools and guidelines and assisting in the preparation of training materials for risk assessment, monitoring and reporting in the field; providing substantive guidance and facilitating field mission risk-management processes, including those linked to Headquarters frameworks; developing reporting formats and distribution timelines for all risk-management matrices; providing guidance on and introducing methodologies for collecting, collating and disseminating information and data related to risk-management planning; and carrying out other programmatic and administrative tasks related to the risk-management function, such as providing guidance to field missions in the preparation of budgets (including results-based budgeting) and the preparation of inputs for audits.

Legal Section

Senior Legal Officer (P-5), Legal Officer (P-4) and Administrative Assistant (GS (OL))

296. With the large-scale growth of peacekeeping during the last 5 to 10 years, the expansion in the scale and scope of activities on the ground has given rise to a corresponding increase in the volume of requests for legal expertise, particularly relating to the operational aspects of peacekeeping and field operations. Nowhere is this more evident than in the workload arising from procurement. Procurement for peacekeeping operations, which currently, in terms of the value of procured goods and services, comprises 85 per cent of the procurement activities of the Organization, grew steadily from $400 million in 1997 to over $2 billion in 2006. The establishment of operations in the last three years (e.g., UNOCI, MINUSTAH, UNMIS, UNMIT and UNIFIL) has required the provision of advice, including for the preparation of status-of-forces agreements, status-of-mission agreements, memorandums of understanding and similar agreements, while the downsizing and transitioning of other peacekeeping missions (e.g., UNMISET, UNAMSIL and ONUB) have required assistance, including in the preparation and revision of transitioning agreements. Ongoing legal services are further required for a wide range of issues, including letters of assist, ongoing investigations and legal disputes with contractors.

297. The Office of Legal Affairs continues to be the central body responsible for the preparation of legal arrangements for and the provision of advice on legal aspects of peacekeeping, including the legislative and operational arrangements governing the staffing, supply and support of United Nations operations in the field.

298. With the proposed delegation of authority for field procurement and the related transfer of functions and resources from the Department of Management to the Department of Field Support, and given the complex and expanding requirements for legal assistance arising from procurement activities, the need for internal expertise to meet the demand for legal advice becomes increasingly apparent.

299. Accordingly, it is proposed that a small legal capacity be established in the Office of the Under-Secretary-General to provide in-house legal advice on matters related to support for the field, including the drafting of institutional and operational agreements, and to facilitate timely and effective interaction between the Department of Field Support and the Office of Legal Affairs on what will be an even greater volume of support issues requiring legal review and expert legal advice.

300. The Office of the Under-Secretary-General proposes dedicated resources to meet this requirement. A Senior Legal Officer at the P-5 level is requested to head the unit. He or she would be supported by two Legal Officers (P-4), one of which will be provided through the redeployment of an existing position from the Office of the Director of the Logistics Division, Office of Mission Support. The work of the two Legal Officers would be split along functional lines: one would largely be responsible for providing advice and assistance on matters involving administrative, managerial and institutional support, while the other would provide legal support in respect of procurement matters, including for fuel, logistics and supplies. It is further proposed that one General Service (Other level) post be established to provide administrative and clerical support to the unit.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$1 924.9	$1 412.0	275.3%

301. The provision of $1,924,900 will provide for salaries, common staff costs and staff assessment for the three posts proposed for transfer from the Department of Peacekeeping Operations and for the 16 new posts requested above.

	Cost estimates	Variance	
Official travel	$104.9	$104.9	—

302. The travel requirements are as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessments/ consultations	40 400	Visits to 8 peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field Visits to 4 peacekeeping operations to conduct a risk assessment and assessment of risk-mitigation measures
Seminars/conferences	29 500	10 presentations on peacekeeping issues at conferences, seminars and other public forums 12 visits to major financial contributors, key troop- and police-contributing countries and other Member States
Senior leadership outreach	35 000	Development of a roster for senior military, police and civilian personnel of qualified candidates and a targeted outreach plan that establishes partnerships with Member States, Professional, governmental and non-governmental organizations, and United Nations agencies, funds and programmes
Total	**104 900**	

303. In order for the staff of the Office of the Under-Secretary-General for Field Support to conduct familiarization visits in the peacekeeping missions, to participate in relevant seminars, conferences and workshops and to carry out coordinated outreach activities to broaden the pool of suitable candidates, including outreach

dedicated to attracting qualified leadership, an amount of $104,900 is requested for official travel.

2. Office of Field Administrative Support

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
mproved reporting to the Security Council, the General Assembly, other ntergovernmental bodies and troop-contributing countries to enable fully nformed decisions on issues relating to peacekeeping	1.1 Maintenance of a six-month average processing time (from receipt of mission-certified claim to its approval by the Department) for contingent-owned equipment claims (2005/06: 6 months; 2006/07 (planned): 6 months; 2008/09 (target): 6 months)

Outputs

Field Personnel Division

- 4 briefings to Member States on administrative and personnel issues relating to staffing of field missions

Field Budget and Finance Division

- Processing of contingent-owned equipment and death and disability claims (from receipt of mission-certified claims to their approval by the Department) for 18 field operations
- Planning and making all administrative arrangements, including but not limited to compilation of national data and issuance of papers of the 2008 Working Group on Contingent-Owned Equipment
- 19 contingent-owned equipment briefings to permanent missions/delegations of Member States
- 17 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations
- Implementation of a web-based system to allow troop-contributing countries access to government claims information
- 3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures
- 4 presentations to Member States/troop-contributing countries on financial and budgetary matters

Conduct and Oversight Division

- 20 briefings to stakeholders, including Member States and senior Headquarters and mission leadership, on implementation of the comprehensive strategy on sexual exploitation and abuse

Expected accomplishment 2	*Indicators of achievement*
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of fully functional missions: medium-sized missions of up to 5,000 troops and 500 civilian personnel within 90 days of Security Council mandate; large missions of up to 10,000 troops and 1,000 civilian staff within 180 days of Security Council mandate

Outputs

Field Personnel Division

- Development of strategic framework, mechanisms and procedures for rapid deployment, career development and management of 2,500 career civilian peacekeepers, whose appointment requires a commitment to rapidly deploy to any mission, thus strengthening the Department's ability to meet rapid deployment requirements

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 Strengthened field operations through actions and initiatives that put mission needs first • Average international civilian personnel vacancy rates for field missions reduced to 20 per cent for missions in a start-up, expansion or liquidation phase, and to 15 per cent for all other field missions • All peacekeeping missions supported by the Department of Field Support participate in an average of three video teleconferences on budget issues with the Field Budget and Finance Division and other Department of Field Support offices during the budget-formulation phase in missions 3.2 Ensure 100 per cent procurement delegation coverage for all directors of administration, chiefs of administration and chief procurement officers 3.3 Ensure that 100 per cent of mission acquisition plans are developed and submitted

Outputs

Office of the Assistant Secretary-General

- Organization of 2 regional and 1 major Chief Administrative Officer conferences

Field Personnel Division

- Deployment of 5 mission assist (Tiger) teams to address the recruitment and administrative and technical human resources management needs of missions at critical times
- Provision of direct personnel support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 7,000 international staff in 33 field missions
- Provision of human resources policy guidance to approximately 7,000 international staff and 14,000 national staff serving in 33 field missions through the chief civilian personnel officers

- Implementation, in coordination with the Office of Human Resources Management, of harmonized conditions of service in the field, contingent on General Assembly approval of the proposal contained in A/61/255/Add.1
- Maintenance of rosters in 22 occupational groups relevant to peacekeeping operations, with approximately 5,000 technically cleared candidates on the roster
- Online career support for staff members in the field
- Delivery of career support training and consultation to 300 staff members in 4 field missions (UNMIK, MONUC, MINUSTAH, UNMIS)
- Development of a career development framework, comprising online career path models for selected occupational groups, including the re-profiling of chief of section positions in mission support functions to better meet the evolving needs of field operations
- Organization of a chief civilian personnel officer conference and participation in the United Nations inter-agency career development round table
- Phased implementation of delegation of authority concerning initial travel of staff to 17 peacekeeping operations, starting in December 2007
- Establishment of quality assurance self-monitoring mechanisms to support and facilitate consistency and quality in the exercise of the Department's delegated human resources management, including through the use of human resources action plans designed to meet the specific needs of United Nations peace operations and consistent review of appeal cases and audits
- Oversight and evaluation of the performance of human resources management functions in the field through participation in Office of Human Resources Management monitoring visits
- Adjustments to human resources management policies, systems, strategies and staffing arrangements to best meet the human resources needs of United Nations peace operations and develop an expert cadre of human resources officers and chief civilian personnel officers for the field, contingent on General Assembly approval of the proposal contained in A/61/255/Add.1

Field Budget and Finance Division

- Guidance for 33 field missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
- Presentations and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (Advisory Committee on Administrative and Budgetary Questions and General Assembly) in the context of 33 field missions and cross-cutting issues
- 3 mission assist visits by the Abacus team to provide in situ support to the mission budget development process
- Financial management of 6 liquidating missions (UNMISET, UNOTIL, MONUA, UNAMSIL, ONUB and UNSMA), including issuance of monthly financial statements, reconciling outstanding balances in financial statements and follow-up on recommendations of the Headquarters Property Survey Board
- Training of 50 civilian substantive, military, police and support personnel in field missions in results-based budgeting

- Provision of information technology support, including help-desk, technical maintenance and functional guidance, to 33 field missions and the United Nations Logistics Base on field financial systems
- Functional guidance to field missions on the deployment of an enterprise resource planning (ERP) application and enterprise budget application (EBA)
- Organization of and conduct of an average of three video teleconferences on budget issues with all peacekeeping missions supported by the Department of Field Support during the budget-formulation phase
- Training of 40 mission finance staff on advanced upgrading of field finance systems administration

Conduct and Oversight Division

- Provision of guidance and oversight to 18 United Nations peacekeeping or special political missions and the United Nations Logistics Base on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up on allegations and cases, disciplinary policies and measures for all categories of personnel
- 4 visits to peacekeeping operations and 3 workshops for Conduct and Discipline Units to provide updates and technical advice on conduct and discipline issues
- Submission of responses to 92 reports of United Nations oversight bodies (Office of Internal Oversight Services, Board of Auditors and Joint Inspection Unit)
- Tracking of and reporting on 1,200 recommendations of the oversight bodies and submission of 55 follow-up reports
- Conduct of self-assessment reviews of internal control systems in three missions on the basis of repeated findings and recommendations of oversight bodies
- Implementation of the Department's disciplinary directives and public information strategy and the guidelines on handling misconduct in all field missions
- Tracking of and ensuring action on an estimated 200 category I allegations investigated by the Office of Internal Oversight Services and by field missions and referred to Headquarters, and an estimated 200 category II misconduct investigations in all 16 peacekeeping operations, 4 special political missions and the United Nations Logistics Base
- Implementation of recommendations contained in the reports of the first and second Group of Legal Experts related to peacekeeping missions
- Review of and ensuring action on 200 recommendations relating to Board of Inquiry cases received from 16 peacekeeping missions and the United Nations Logistics Base

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment. Member States will cooperate on substantiated cases of misconduct involving uniformed personnel.

(b) Human resource requirements

			Temporary posts										
			Support account										
	Regular budget			Transfers						Other		Total	
Category	2006/07	2007/08	Approved 2006/07[a]	In:	Out:	New posts	Total proposed 2007/08	Change	Re-justified	2006/07	2007/08	2006/07	2007/08
Professional and above													
Under-Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
Assistant Secretary-General	—	1	—	—	—	—	—	—	—	—	—	—	1
D-2	—	2	1	—	—	2	3	2	—	—	—	1	3
D-1	—	—	2	—	—	2	4	2	—	—	—	2	4
P-5	1	2	8	—	(1)	6	13	5	—	—	—	9	15
P-4	3	2	24	2	—	10	36	12	—	—	—	27	38
P-3	1	—	39	1	—	10	50	11	—	—	—	40	50
P-2/P-1	4	4	4	—	—	1	5	1	—	—	—	8	9
Subtotal	**9**	**9**	**78**	**3**	**(1)**	**31**	**111**	**33**	**—**	**—**	**—**	**87**	**120**
General Service and other													
Principal level	—	—	11	—	—	1	12	1	—	—	—	11	12
Other level	9	8	80	1	(2)	25	104	24	—	—	—	89	112
Security service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**9**	**8**	**91**	**1**	**(2)**	**26**	**116**	**25**	**—**	**—**	**—**	**100**	**124**
Total	**18**	**17**	**169**	**4**	**(3)**	**57**	**227**	**58**	**—**	**—**	**—**	**187**	**244**

[a] The baseline of 169 support account posts approved in 2006/07 reflects the requirements of the Administrative Support Division, Office of Mission Support.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment[a] (2006/07) (1)	Cost estimates (2007/08) (2)	Variance	
			Amount (3)=(2)-(1)	Percentage (4)=(3)÷(1)
I. Post resources	21 139.8	27.646.1	6 506.3	30.8
II. Non-post resources				
General temporary assistance	3 168.1	2 651.6	(516.5)	(16.3)
Consultants	—	51.0	51.0	—
Official travel	850.7	955.5	104.8	12.3
Subtotal II	**4 018.8**	**3 658.1**	**(360.7)**	**(9.0)**
Total I and II	**25 158.6**	**31 304.2**	**6 145.6**	**24.4**

[a] The apportionment for 2006/07 reflects the requirements of the Administrative Support Division, Office of Mission Support.

(d) Justification of posts

304. The Office of Field Administrative Support will assume all the functions and resources already present in the Administrative Support Division, Office of Mission Support, in the current Department of Peacekeeping Operations, and will be vested with additional authorities delegated by the Department of Management in the area of personnel. The Office will be headed by an Assistant Secretary-General. In addition to the Office of the Assistant Secretary-General, the Office will comprise three separate divisions — the Field Personnel Division, the Field Budget and Finance Division and the Conduct and Oversight Division — each headed by a Director at the D-2 level.

(i) Transfer of existing posts from the Department of Peacekeeping Operations

305. A total of 166 (1 D-2, 2 D-1, 7 P-5, 24 P-4, 39 P-3, 4 P-2, 11 GS (PL) and 78 GS (OL)) support account posts are to be transferred from the current Administrative Services Division, all but three of the existing 169 posts. Two posts (1 P-5 and 1 GS (OL)) are to be transferred to the Senior Leadership Appointments Section in the Office of the Under-Secretary-General for Field Support, while an Administrative Assistant (GS (OL)) is to be redeployed to the Office of the Assistant Secretary-General in the new Office of Integrated Support Services.

306. Four additional existing posts are to be transferred to the Office of Field Administrative Support. A P-4 Disciplinary Officer is to be redeployed from the Police Division to the Conduct and Discipline Unit in the Conduct and Oversight Division, and three posts — two Human Resources Officers (1 P-4 and 1 P-3) and a Personnel Clerk (GS (OL)) are to be redeployed from the regular budget to the support account. The total number of support posts transferred from the current Department of Peacekeeping Operations to the Office of Field Administrative Support is thus 170. In addition, 15 posts (1 P-5, 2 P-4, 4 P-2 and 8 GS (OL)) funded from the regular budget in the Administrative Services Division in 2006/07 are to be redeployed to the Office of Field Administrative Support in 2007/08, continuing to be funded through the regular budget.

(ii) New posts

307. In addition to the 185 posts transferred from the existing Department of Peacekeeping Operations, a total of 59 new posts are proposed for establishment in the new Office of Field Administrative Support. The proposed total strength of the Office is 244 posts. Two of the 59 new posts — the Assistant Secretary-General who will be heading the Office and his or her Special Assistant (P-5) — are proposed and presented under the regular budget (see A/61/858/Add.2), while the 57 remaining posts (2 D-2, 2 D-1, 6 P-5, 10 P-4, 10 P-3, 1 P-2, 1 GS (PL) and 25 GS (OL)) are requested under the support account. Details on those requested posts are provided in the sections below.

Office of the Assistant Secretary-General (1 P-4, 1 P-3, 2 GS (OL))

308. The Office of the Assistant Secretary-General is required to oversee the activities of the Field Personnel Division, the Field Budget and Finance Division and the Conduct and Oversight Division. The Office will provide the expanded management capability outlined by the Secretary-General as being required for the good management and effective implementation of administrative support for field operations. It is proposed that the Office be established through the creation of posts for one Assistant Secretary-General and one P-5 Special Assistant to the Assistant Secretary-General under the regular budget. In addition, the Assistant Secretary-General will continue to require the support of two Administrative Management Officers (P-4, P-3) and two Administrative Assistants (GS (OL)) to perform the central administrative, budgetary and general support responsibilities related to the management of the Office, and those posts are consequently proposed for establishment under the support account.

309. The Assistant Secretary-General will be responsible and accountable for the overall management of the financial, personnel and oversight programmes of the Department of Field Support. He or she will provide strategic direction, develop policy and procedures, and approve and monitor the utilization of resources under his or her delegated authority. The Assistant Secretary-General will be responsible for ensuring that the Department monitors and informs Member States on issues relating to field administrative support; fulfils its mission to recruit and retain high-quality civilian staff for United Nations peace operations; effectively exercises the full range of delegated human resources management authorities; develops and submits budgets and performance reports for review by the Controller and subsequently the legislative bodies that accurately reflect the resource requirements of mission mandates; develops and implements policies and procedures that require the highest standards of fiduciary management from field staff; develops and implements policies and procedures that promote good conduct and discipline by all United Nations personnel; and analyses and responds to audit findings and boards of inquiry, and implements recommendations that improve field administration. The Assistant Secretary-General will exercise authority delegated by the Under-Secretary-General for Field Support to award contracts for goods and services required to support peacekeeping operations and will designate and sub-delegate to selected officials authority to exercise procurement and human resources management functions.

Administrative Management Officers (1 P-4 and 1 P-3)

310. These two posts are required to strengthen the management capacity of the Office of the Assistant Secretary-General by providing direct support in the exercise of their functions in respect of the overall administration of the Office. The incumbents will further develop and enhance coordination, in particular among the Divisions of the Office, and strengthen interrelationships with other areas of the Secretariat, primarily the Department of Peacekeeping Operations and the Office of Integrated Support Services. The Administrative Management Officers will support the implementation of the Department's evolving strategic and operational objectives and exchange information on behalf of the Assistant Secretary-General, as required, with peacekeeping missions and external partners, including permanent missions and United Nations agencies, funds and programmes.

311. Specifically, the Administrative Management Officers will:

(a) Develop and maintain an efficient system of review of incoming communications and correspondence, screen items submitted for signature and initiate or designate actions to be taken;

(b) Liaise with the staff of various services, departments and agencies involved in the provision of support to United Nations peace operations and provide guidance consistent with the policy objectives of the Assistant Secretary-General;

(c) Monitor the range of strategic and operational support issues in peacekeeping;

(d) Support the preparation of and provide inputs to reports of the Secretary-General to the Security Council, the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and other legislative bodies;

(e) Coordinate and prepare position papers, briefing notes and talking points for meetings and conferences.

Administrative Assistants (2 GS (OL))

312. Two Administrative Assistants (GS (OL)) are required to deal with the volume of incoming and outgoing correspondence of the Office of the Assistant Secretary-General; to establish an effective correspondence and document management system and control regime that can receive, record, file and track the movement of all documents and correspondence within the Office; monitor personnel attendance; deal with official travel matters; and provide other general office services.

Field Personnel Division (1 D-1, 3 P-5, 1 P-4, 5 P-3, 1 GS (PL) and 10 GS (OL))

313. The mandate of the proposed Field Personnel Division is to recruit and retain high-quality personnel for United Nations peace operations. In 1994, the Office of Human Resources Management of the Department of Management delegated a broad range of its authorities to the Department of Peacekeeping Operations. The exercise of those authorities led to the development of field-focused procedures, in particular in the area of rapid deployment mechanisms. The evolution of peacekeeping mandates and the repeated surges in United Nations peacekeeping have, however, severely strained existing systems and capacities. Persistently high vacancy and turnover rates and their impact on mandate delivery made it imperative

to examine how the Department was conducting its core human resources management functions, as well as how it was compensating and managing its staff.

314. Over the course of 2005 and 2006, the Department of Peacekeeping Operations engaged in a comprehensive internal review of the structure and processes of its Personnel Management and Support Service. The internal review, which included process mapping and an assessment of the IT systems, recommended that the structure of the Personnel Management and Support Service be reorganized into two broad components in order to meet the required demands:

(a) The first main component would comprise integrated human resources management teams divided broadly along regional lines to deal with all staff appointments, travel and administration;

(b) The other component would comprise sections dedicated to delivering foundational support in the areas of policy guidance; organizational design and job classification; forecasting and trend analysis relating to human resources requirements; quality assurance; self-evaluation and monitoring; recruitment outreach, rostering and career development; and senior mission leadership.

315. It is therefore proposed to replace the present Personnel Management and Support Service with a Field Personnel Division led by a Director at the D-2 level, to be provided by the redeployment of the existing Director of the Administrative Services Division. The Director would be supported by a Chief of Operations at the D-1 level to lead the Field Personnel Operations Service and exercise the delegated authorities related to the approval of staff salaries, benefits and entitlements under the Staff Rules and Regulations. Four integrated human resources management teams divided broadly along regional lines, corresponding to the integrated operational teams proposed for the Department of Peacekeeping Operations, will deliver day-to-day operational support to field operations in all matters relating to staff selection and appointment, travel and administration.

316. The Chief of the Field Personnel Specialist Support Service, at the D-1 level, will lead the efforts in the areas of organizational design, job design and classification and trend analysis and forecasting relating to human resources requirements; recruitment, outreach and career development; policy and procedural guidance and support; and quality assurance, information management and reporting.

317. The segregation of operational and foundational work will enable the Division to deliver dedicated day-to-day human resources management operational support to field missions, while at the same time enhancing its ability to focus on strategic objectives. Dedicated strategic focus will be vested in developing human resources management guidance and tools; forecasting and identifying human resources requirements; career development and management of staff serving in the field, as well as targeted recruitment and outreach to meet anticipated needs; policy guidance and human resources management tools; and quality assurance and training to ensure consistency and high standards in the performance of human resources management responsibilities both at Headquarters and in the field.

318. Because of the most recent surge in the number of authorized civilian peacekeepers, additional positions are sought to strengthen managerial capacity and enable the delivery of the full range of human resources management support to the field. As at 31 December 2006, the authorized strength for civilian staff in United

Nations peace operations had reached more than 21,798 posts (7,377 international and 14,421 national), as compared with a total of 17,586 posts (6,507 international and 11,079 national) authorized as at 30 June 2005. The new Missions in Timor-Leste (UNMIT) and Nepal (UNMIN) and the expansion of UNIFIL are expected to add approximately 2,500 to 3,000 civilian staff. The Department will also need to manage the anticipated downsizing of UNMIK and staff possible new or expanded operations in Darfur, Somalia and Chad and/or the Central African Republic.

319. The Department currently processes more than 2,700 international staff selections per year, is responsible for the administration and management of more than 18,000 peacekeeping civilian staff (including personnel assigned to special political missions) and delivers administrative policy, travel and claims support to more than 11,000 United Nations police, military observers and military staff officers. The Department administers international staff benefits and entitlements as well as military observer and police travel requirements valued at some $700 million per annum, and oversees the exercise of delegated authority in the field for the administration of local staff benefits and in-mission payments of mission subsistence allowances and hazard pay valued at some $600 million per annum.

320. On the basis of established workload indicators established for human resources management functions, as detailed below, it is clear that the Department's current managerial and operational capacity will need to be strengthened if it is to efficiently meet its basic human resources management support responsibilities over the budgetary period, while improving its ability to attract, manage, develop and retain highly expert and performing leaders, managers and staff for United Nations peace operations. In addition to 97 support account posts (1 D-2, 1 D-1, 4 P-5, 11 P-4, 17 P-3, 2 P-2, 7 GS (PL) and 54 GS (OL)) redeployed from the existing Personnel Management and Support Service, it is proposed to establish 21 new posts (1 D-1, 3 P-5, 1 P-4, 5 P-3, 1 GS (PL) and 10 GS (OL)) in the Field Personnel Division.

Office of the Director (1 P-4, 1 P-3, 2 GS (OL))

321. The upgrade and designation of the existing Personnel Management and Support Service as the Field Personnel Division, to be led by a Director at the D-2 level and two Service Chiefs at the D-1 level, is being proposed. The D-2 post will be redeployed from the current Office of the Director, Administrative Support Division. The proposed strengthening of the current leadership and management capacity reflects the breadth and depth of the Division's fiduciary responsibilities in delivering the full range of human resources management direction and support to United Nations peace operations and in exercising its expanded range of delegated human resources authorities.

322. The Office of the Director develops the strategic human resources management vision for United Nations peace operations; leads, directs and manages the Division; exercises overall leadership and responsibility for the execution of human resources management authorities delegated to the Department of Field Support; serves as the primary human resources management policy adviser to the Department of Peacekeeping Operations, Department of Political Affairs and Department of Field Support leadership at Headquarters and in the field; and supports the Department of Management before legislative bodies, Member States, peacekeeping partners and the Secretariat and United Nations agency, fund and programme leadership in

presenting the full range of human resources management issues related to United Nations peace operations.

323. The Director will continue to require the support of an Administrative Management Officer (P-4) and two Administrative Assistants (GS (OL)) to perform the central administrative, budgetary and general support responsibilities related to the management of the Division, and those posts are consequently to be redeployed to the Office of the Director from the existing Office of the Chief of the Personnel Management and Support Service.

324. In addition to those requirements, four new posts (1 P-4, 1 P-3 and 2 GS (OL)) are requested to provide secretariat functions and administrative support to the dedicated central review bodies for United Nations peace operations. In line with the agreements reached at the twenty-seventh session of the Staff-Management Coordination Committee, as approved by the Secretary-General, the Department of Field Support proposes to establish a central review body mechanism to monitor the selection process for filling vacancies in field missions to ensure that the circulation of vacancy announcements is in line with organizational procedural and job classification standards and that the approved criteria are accurately and consistently applied in the evaluation of candidates for placement on the roster for opportunities to serve in United Nations peace operations. The Department of Field Support central review bodies will oversee the exercise of the Department's delegated authorities in managing the rosters utilized for recruiting and placing staff in field operations.

325. A workload analysis conducted over a period of six months, from May through October 2006, indicates that the Division will be issuing more than 400 vacancy announcements per year to address the human resources requirements in 22 occupational groups and 512 functions/levels per year, which will generate over 250,000 applications per year. The evaluation of 134,757 applications over the same six-month period yielded 14,110 applications initially cleared as meeting basic requirements. The central review bodies will vet the evaluation criteria for the vacancy announcements and review how they have been applied to potentially 28,000 candidates annually who are deemed to meet the primary eligibility requirements for vacancies. Resources will be required to support the central review bodies in the performance of these functions.

326. Consequently, one P-4 post is being requested to serve as the Secretary of the central review body for positions at the P-1/P-2 level to the D-1 level. One P-3 post is sought to provide secretariat services for a central review panel for positions in the Field Service category. The secretariat of the Department of Field Support central review bodies will require the support of two Administrative Assistants (GS (OL)). This function will be placed in the Office of the Director to ensure an "arms length" review of the work performed in the Recruitment and Outreach Unit, the Career Development Unit and human resources management teams.

327. Appointments in the Department of Peacekeeping Operations and the Department of Field Support at the D-2 level and above will be managed at the level of the Senior Leadership Review Group, the secretariat services for which will be provided by the Office of the Under-Secretary-General for the Department of Field Support.

Field Personnel Operations Service (3 P-5, 4 GS (OL))

328. The Field Personnel Operations Service will continue to administer the contracts, allowances and benefits of the international staff in all peacekeeping missions, all special political missions and the United Nations Logistics Base, under an expanded delegation of authority. The Service will comprise an Office of the Chief and four integrated human resources management teams.

Office of the Chief (redeployment of 1 D-1 and 1 GS (OL))

329. The Chief of Service will be responsible and accountable for the exercise of the full range of delegated operational human resources authorities in the recruitment and administration of staff serving in United Nations peace operations. The D-1 post, which is currently that of the Chief of the Personnel Management and Support Service, is proposed for redeployment to establish the post of Chief of Service. The Chief of Service will directly supervise a Senior Officer, who will assist him or her in the day-to-day management of the Service and serve as deputy in the Chief's absence. The Chief of Service will also supervise four Chiefs (3 P-5, 1 P-4) of the integrated human resources management teams. He or she will be assisted by an Administrative Assistant at the GS (OL) level, who will also be provided through the redeployment of an existing post. The Chief will supervise all aspects of the work of the Service and will also be responsible for maintaining the integrity of the processes carried out, for controlling associated correspondence and for ensuring the security of personal information.

330. The Senior Human Resources Officer (P-5) in the Office of the Chief will supervise two Human Resources Officers (P-4 and P-3) and a total of 10 Human Resources Assistants/Administrative Assistants (2 GS (PL), 5 existing GS (OL) and 3 new GS (OL)). He or she will oversee day-to-day operations by maintaining correspondence controls and processing claims for death and disability and complex special entitlements (e.g., education grants, mobility and hardship allowances) received from field missions and activities on behalf of international staff members. He or she will also supervise the coordination and completion of arrangements for the travel of newly assigned military and police personnel to their missions of assignment from their contributing countries and for the official travel of Headquarters Department of Peacekeeping Operations and Department of Field Support personnel to field locations.

331. The continuation and redeployment of the human resources allocation approved for these functions in the 2006/07 support account under the Administration and Travel Section (1 P-5, 1 P-4, 1 P-3, 2 GS (PL), 5 GS (OL)) will provide for the maintenance of the processing of special entitlements. The proposed three new Administrative Assistants (GS (OL)) will strengthen documentation and record-keeping in the exercise of human resources management authorities delegated by the Department of Peacekeeping Operations. The requirement for the augmentation of this function was identified in the Office of Internal Oversight Services comprehensive management audit of the Department of Peacekeeping Operations (AP2005/600/18/13). The resources requested will be dedicated to establishing an effective regime capable of receiving, recording, storing electronically and tracking all personnel administration actions received and processed by the Service under the broad delegations of human resources authorities granted to the Department of Field Support. Of particular importance will be

continuous and precise record-keeping on the exercise of delegated human resources management authority within the Division, in particular the records of discretionary decisions, to ensure robust quality control and consistency of application. Further measures will also be required to ensure the security of the personal and confidential information handled by the Service.

Integrated human resources management teams (3 P-5, 1 GS (OL))

332. The four proposed integrated human resources management teams will administer the international staff of the field missions and political missions located within four broad geographic areas defined in line with the four regional divisions in the Office of Operations of the Department of Peacekeeping Operations. the teams will play a central role in the Department of Field Support's quality-control process. Each team is a task-organized group of human resources officers and assistants. The number of staff on each team will not be fixed, as this will be a function of the size of the client base within its assigned group of field missions and activities. The teams will also assess the propriety and accuracy of staff selections made by field missions within their delegated authority, follow up with the field missions to clarify issues and, where appropriate, exercise delegated appointment authority. The teams will exercise a broader range of delegated authorities with respect to the application of the Staff Rules and Regulations, in the context of:

(a) The preparation and processing of offers of appointment and letters of assignment;

(b) Initial travel arrangements;

(c) Personnel actions initiated by the supported field missions during the course of assignments on behalf of international staff (e.g., contract extensions, payments of benefits and entitlements and notices of separation). Expanded delegations of authority will permit the Division to take discretionary decisions and make exceptions, the authority for which had hitherto been retained by the Office of Human Resources Management.

333. During the period from 1 July 2005 to 30 June 2006, 32,381 personnel actions were received and processed, compared with 21,861 in the previous financial period (1 July 2004 to 30 June 2005), representing a 48 per cent increase.

334. The three requested Senior Human Resources Officers (P-5) and one existing Human Resources Officer (P-4) will serve as the chiefs of the four integrated human resources management teams and will each be supported by an Administrative Assistant (GS (OL)), also provided through redeployment. Owing to the lower volume and level of complexity of the workloads relating to the Europe and the Americas region, this team will be headed at the P-4 level instead of the P-5 level. The dramatic surge in the numbers of civilian, military observer, military liaison and staff officers and police officers supported by the integrated teams has significantly increased the breadth and depth of the personnel staffing, travel and administrative support required by field missions. The four chiefs will be required to exercise delegated authority to apply the Staff Rules to the fullest extent in providing this support. They will also directly supervise the human resources officers and assistants assigned to the teams and will have the authority to act directly and finally on all human resources management matters, such as recommendations for appointments under the 100 series and the 300 series of the Staff Rules, and

individual contractor agreements. They will also establish workplans, mentor assigned staff, assign specific tasks, establish priorities, train newly assigned staff and assess performance. The chiefs will have to play a strong leadership and managerial role, in terms of both ensuring quality control in staffing, travel and administrative processes and ensuring that effective recruitment, travel and administration for field missions and field staff are carried out in full compliance with policies and standards established by the Office of Human Resources Management for each of the human resources tasks performed and delegated authorities exercised. Each team will be responsible for the full range of human resources management support for an average of 1,357 international staff in field missions.

335. The chiefs will therefore have to spend their time focusing directly on management and decision-making functions, in contrast with the prevailing practice whereby the line supervisors in the Personnel Management and Support Service, by design, have had to devote some 30 to 50 per cent of their time, or sometimes more, on actual administrative, travel and staffing processing tasks, to the detriment of their assigned managerial responsibilities and delegated decision-making authorities. The provision of resources to ensure dedicated managerial and decision-making capacity will address the current higher-than-acceptable risk of error in the application of the Staff Rules, with the attendant risk of financial loss and unacceptable processing delays. The three proposed Senior Human Resources Officers will lead and manage the teams that service the most field personnel and therefore will have experience and authority commensurate with the significant financial and supervisory responsibilities that will be vested in them.

336. Through redeployment of the existing staff from the Personnel Management and Support Service and the addition of the three requested Senior Human Resources Officers (P-5) and a new Human Resources Assistant (GS (OL)), the initial composition of the integrated human resources management teams will be as follows:

(a) Africa I: one P-5, two P-4, three P-3, one General Service (Principal level), 15 General Service (Other level);

(b) Africa II: one P-5, one P-4, one P-3, one P-2, one General Service (Principal level), nine General Service (Other level);

(c) Europe and the Americas: one P-4, two P-3, two General Service (Principal level), seven General Service (Other level);

(d) Asia and Middle East: one P-5, one P-4, two P-3, six General Service (Other level).

337. This proposed distribution of staff, which includes the proposed addition of one Administrative Assistant (GS (OL)), is based on the maintenance of the 2006/07 effective ratio of one Human Resources Officer and 2.22 Human Resources Assistants per 567 international staff members.

Field Personnel Specialist Support Service

Office of the Chief (1 D-1, 1 GS (OL))

338. The incumbent of the proposed post of Chief of the Field Personnel Specialist Support Service will lead and manage all foundational human resources

management support in the areas of policy guidance and procedures, organizational and job design and classification, identification of human resources requirements, recruitment and outreach, career development, quality assurance, information management, and self-evaluation and monitoring. He or she will ensure the consistent application of organizational standards and policies in the exercise of the full range of delegated human resources management authorities for field operations. He or she will develop strategies to address recruitment, outreach, career development and staff retention challenges to ensure that the organizational design and staffing of field missions meet the operational requirements of United Nations peace operations. The Administrative Assistant (GS (OL)) will provide administrative support to the Chief.

Guidance and Organizational Design Section (2 P-3, 2 GS (OL))

339. The Guidance and Organizational Design Section will articulate guidance on the application of organizational policies and standards in field missions. The Section will be responsible for developing proposals for changes in and improvements to human resources policies and conditions of service for staff in United Nations peace operations, contribute to the development of human resources strategies for the support of field missions and provide input to reports to the legislative bodies on human resources issues relating to United Nations peace operations. The Section will comprise the Policy Guidance Unit and the Organizational Design and Classification Unit. It will be headed by a Chief at the P-5 level, redeployed from the existing Personnel Management and Support Service, who will provide direction and substantive advice and guidance on a wide range of field personnel issues.

340. The Policy Guidance Unit will provide guidance on the implementation of staff rules and policies as applied to field personnel, develop and promulgate internal guidelines for the implementation of staff rules and human resources policies in the field, coordinate the development of standard operating procedures and develop and maintain communications mechanisms with field staff at large on human resources issues affecting their conditions of service and working environment. The Unit will also be responsible for the management of consultations with representatives of the Field Staff Union and for providing secretariat services to the Joint Advisory Committee for field issues.

341. In an effort to ensure more consistent and coherent organizational structures in United Nations peace operations, the Organizational Design and Classification Unit will articulate organizational norms and design templates for organizational structures for field missions, to be used as a tool to assist missions in defining staffing and organizational requirements and as a benchmark when developing staffing tables and organization charts. The Unit will participate, as needed, in technical assessment and planning missions to identify organizational structure and staffing requirements of new, expanding or changing operations, in line with organizational standards and templates. To ensure that the evolving human resources needs of United Nations peace operations are met, the Unit will monitor and analyse human resources trends and develop strategies and policy guidance to meet future requirements and ensure the implementation of policies and decisions set by the legislative bodies. The Unit will also be responsible for the management and maintenance of mission posts and staffing tables in the Nucleus system.

342. The Policy Guidance Unit will be staffed by a P-4 Human Resources Officer responsible for providing policy guidance to the field, supported by an Associate Human Resources Officer (P-2), funded from the regular budget, responsible for communications with field staff and maintenance of the field Human Resources Handbook, and one Human Resources Assistant (GS (OL)) providing assistance in researching background for human resources policy issues, maintaining policy files, organizing, and preparing notes for, meetings of the field Joint Advisory Committee and providing general administrative support to the Chief of Section.

343. The Organizational Design and Classification Unit will also exercise delegated authority to classify mission posts in line with United Nations common system and organizational classification standards. At present, the classification of field posts is done in the Office of Human Resources Management. With the realignment of responsibilities, the authority to classify mission posts will be delegated to the Department of Field Support for posts up to and including the D-1 level. As the Office of Human Resources Management is not adequately resourced to manage the volume of work involved in post classification for field missions, the average time currently taken to classify a position in a field mission is more than nine months. Backlogs in classification impede proper post and staff management. The delegation of authority to the Department of Field Support will provide for more efficient and direct support to field missions in the classification of mission posts and will thereby facilitate the posting of vacancies and the selection and management of field staff. The Organizational Design and Classification Unit will also be responsible for developing generic job profiles for field-specific functions for approval by the Office of Human Resources Management and for ensuring the use of standardized functional titles in field missions.

344. The Organizational Design and Classification Unit will consist of one redeployed P-4 officer responsible for developing standard mission structures, organizational norms and policy guidance on the use of personnel in field missions, supported by one redeployed P-3 officer responsible for conducting trend analyses of human resources requirements, another redeployed P-3 responsible for staffing-table management and two new P-3 officers responsible for the exercise of delegated authority to classify posts and develop and maintain a database of up-to-date generic job profiles for field missions. The Unit will require a total of five Human Resources Assistants (GS (OL)) to provide support by creating and maintaining staffing tables in Nucleus, researching and producing statistical reports to support trend analysis, assisting in producing mission templates and maintenance of records and supporting the job design and classification process.

345. The classification functions will be performed by the two new Human Resources Officers (P-3), who will be supported by one Human Resources Assistant (GS (OL)) responsible for maintaining records on post classification, drafting routine correspondence and responding to queries from the field. As currently no capacity exists within the Department of Peacekeeping Operations to conduct the post classifications, which will be delegated to the Department of Field Support, two new P-3 posts and one new General Service (Other level) post are requested to support this function.

346. In addition, one new General Service (Other level) post is required to conduct research and database queries related to trend analysis to support this function,

which is critical for the Department to have the capacity to proactively anticipate trends and better respond to evolving requirements.

Quality Assurance and Information Management Section (1 GS (PL))

347. The Quality Assurance and Information Management Section will be headed by a Chief at the P-5 level, redeployed from the Personnel Management and Support Service, who will lead and manage the Section, ensuring the effective delivery of all responsibilities. He or she will be supported by an Administrative Assistant (GS (OL)), also redeployed from the Personnel Management and Support Service. The Section will comprise a Quality Assurance Unit and an Information Management Unit and Registry.

348. Recent Board of Auditors and management audits of the Department of Peacekeeping Operations (A/61/5, Vol. II and AP2005/600/18/13) have revealed the need for the Department to improve its technical support and oversight of the performance of human resources management functions with a view to mitigating financial and managerial risks associated with the expansion of peace operations. To respond to these requirements, the Quality Assurance Unit will be dedicated to ensuring consistency and high quality in the application of human resources management rules, policies and procedures by professionalizing staff in Field Personnel Division and in field personnel sections. The Unit will also play a central role in ensuring that lessons learned and best practices for human resources management gained through the monitoring of actions taken to deal with appeals, administrative reviews, disciplinary cases, audit observations, cases received from the Ombudsman and inspections are reinvested into strengthening policy guidance, procedures and practices. The Unit will also be charged with re-profiling and managing the selection and development of human resources management professionals serving in United Nations peace operations and with the self-monitoring of human resources management activities within the Department of Field Support.

349. In carrying out those activities, the Quality Assurance Unit will be entrusted with:

(a) Reviewing aspects of human resources management responsibilities, including activities for which high monetary values expose the Organization to risk of significant losses, exercised both by the Division and by civilian personnel sections in field missions;

(b) Monitoring areas where authority has been delegated to civilian personnel sections in field missions and activities that have been the subject of audit observations, management concerns and administrative appeals from staff members;

(c) Serving as the Division's focal point for audits, administrative appeals and cases coming from the Ombudsman, including coordinating responses, on the basis of inputs from the Field Personnel Operations Section and other elements of the Division, as well as from field missions. An average of 145 audit reports are reviewed every year, and the Division is required to comment on an average of 354 recommendations and follow-up requests from the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit. Furthermore, an average of 200 cases is received from the Ombudsman's Office every year. In addition, over 100 appeal and performance management cases are reviewed and follow-up action to implement decisions on appeals and disciplinary cases is monitored to ensure consistent application of decisions. The number of such cases is expected to increase with the expansion and start-up of additional field missions;

(d) Contributing to the establishment of a cadre of qualified, expert civilian personnel officers and other human resources management personnel serving in the field, by re-profiling the human resources cadre in field missions and building stronger, more professional capacity to assume more complex human resources management functions in the field;

(e) Conducting lessons-learned and other activities to identify required adjustments to human resources management policies, systems, strategies and staffing arrangements to best meet the needs of United Nations peace operations;

(f) Establishing an appropriate framework and tools to introduce and implement human resources action plans in the field and to collaborate and assist field missions in the exercise of delegated human resources management functions, in response to audit recommendations and to strengthen self-monitoring and evaluation of the exercise of delegated human resources management authorities by field missions. To this end, the Quality Assurance Unit will continually assess adherence to the human resources management standards, norms, policies and relevant guidelines, as well as the work of the integrated support teams and civilian personnel sections in the field, in ensuring that missions are better prepared to exercise delegated human resources management authorities and achieve human resources action plan targets.

350. The Unit will require staffing resources equivalent to one P-4 and five P-3 Human Resources Officers and three Human Resources Assistants (GS (OL)) to fulfil these responsibilities. Three P-3s will be requested under general temporary assistance to cope with the additional workload resulting from the expansion of United Nations peace operation activities and with the introduction of human resources action plans in field missions, the strengthening of self-evaluation and monitoring mechanisms and the effort to strengthen the cadre of chief civilian personnel and human resources officers in the field. The rest of the staffing of the Unit will be provided through redeployment of existing posts from the Personnel Management and Support Service (1 P-4, 2 P-3, 1 GS (OL)) and one General Service position from the Office of the Director, Administrative Support Division.

351. The Information Management Unit and Registry will continue to be responsible for the management, production and analysis of data used in the management of human resources in United Nations peace operations and reporting on those matters to the legislative bodies, Member States and senior Secretariat and Department of Field Support and Department of Peacekeeping Operations leadership. It will also be responsible for development, maintenance, user and system support and administration in relation to automated management systems and their applications for human resources management. The Information Management Unit will support, develop and administer five systems currently used by the Field Personnel Division and field missions: (a) IMIS, (b) Nucleus, an integrated roster management, recruitment and staffing-table management system interconnected with IMIS and Galaxy, (c) the Police and Military Staff Travel and Rotation System (PMSTARS), (d) PMSTARS Extranet, a secure extension of PMSTARS published on the Internet for users in permanent missions to the United

Nations and national authorities of police- and troop-contributing countries, and (e) FPMS.

352. The Registry will continue to administer the personnel files of all international staff. The Unit is also responsible for the archiving and management of personnel files for all international staff members in all United Nations peace operations.

353. In addition to its regular responsibilities, the Unit will undertake the following projects during the 2007/08 budgetary period:

(a) Updating of IMIS to enable the administration of national staff in two peacekeeping and two special political missions. This project is part of the consolidation of human resources IT systems, in preparation for the subsequent implementation of a new ERP system;

(b) Updating and maintenance of Galaxy and the future e-staffing system websites as related to peacekeeping vacancies by:

(i) Standardization of lists of functional titles between generic and post-specific vacancy announcements and position titles in the field staffing tables;

(ii) Support and execution of the automated procedures to upload field mission openings, lists of current missions and occupational groups from Nucleus to Galaxy;

(iii) Implementation of different navigational paths to create a more user-friendly site for external users (for the e-staffing system);

(c) Electronic documentation of the exercise of delegated technical clearance authority by programme managers in the field, for positions other than chief of section up to and including the P-4 level;

(d) Implementation of the human resources action plan module for field missions starting in July 2007;

(e) Further development and implementation of existing human resources IT systems (Nucleus, PMSTARS and PMSTARS Extranet).

354. The implementation of these projects, as well as the expected increase in field staffing, will expand the volume of system implementation and user support activities for the Unit. To handle this workload, which will not decrease until the new e-staffing system and ERP have been fully implemented, one temporary post (GS (PL)) and two general temporary assistance-funded positions (1 P-3 and 1 GS (OL)) are proposed, in addition to the existing staff of one P-4, two P-3, one General Service (Principal level) and six General Service (Other level) redeployed from the Personnel Management and Support Service.

355. As at the end of November 2006, the Information Management Unit technically and substantively supported 1,367 IMIS, Nucleus, PMSTARS and FPMS users (an increase of 36 per cent from November 2005). The number of users supported by the Information Management Unit is expected to continue to grow significantly over the coming period, to a projected 2,067 (a 51 per cent increase) because of the implementation of IMIS for local staff administration in four missions (up to 125 new IMIS users), the delegation of the technical clearance authority and responsibility functionality to the field (up to 400 new Nucleus users), implementation of the human resources action plan module (up to 100 new users)

and deployment of PMSTARS to the field (up to 100 new PMSTARS users), as well as the implementation of PMSTARS Extranet for the national authorities of police- and troop-contributing countries (up to 100 new PMSTARS Extranet users from 30 to 40 permanent missions to the United Nations). These projections are based on the system implementation plans and current staffing levels in the field and do not take into consideration the anticipated expansion of staff in the field and the corresponding increase in human resources IT users. The proposed staffing resources (1 P-3 (general temporary assistance), 1 GS (PL), 1 GS (OL) (general temporary assistance)) are required to maintain the established ratio of support staff to number of system users: approximately 700 users per officer and 500 users per General Service staff member.

356. The proposed new Computer Information System Assistant (GS (PL)) will manage and support the semi-automated process of updating the redesigned Galaxy website with data extracted from the Nucleus system related to field mission openings. When the new e-staffing system is implemented, the incumbent will handle all presentational aspects of the applicants' portal user interface, including the implementation of different navigational paths to create and maintain a user-friendly and up-to-date site for external users. He or she will also assist in supporting the resource action plan module of the system.

Recruitment, Outreach and Career Development Section (2 P-3, 1 GS (OL))

357. In accordance with the observations made by the Office of Internal Oversight Services in its audit of Department of Peacekeeping Operations human resources management (AP2005/600/18/13), resources will be redeployed to reposition roster management responsibilities under the purview of a dedicated section, the Recruitment, Outreach and Career Development Section, independent of field staffing and placement functions. The Section will undertake targeted outreach and recruitment and develop career development strategies, mechanisms and tools to carry out those functions. In line with the Quality Assurance and Information Section, the Recruitment, Outreach and Career Development Section will be headed by a Chief at the P-5 level, assisted by one General Service (Other level) staff member, both redeployed from within the Personnel Management Support Service.

358. The Recruitment and Outreach Unit will post vacancy announcements, conduct targeted outreach and vet candidates for eligibility, suitability and interest in serving in specific missions; secure appropriate technical clearances; and conduct reference checks as part of the process of building rosters of pre-vetted candidates to serve in United Nations peace operations. The Unit will dedicate capacity to sourcing the human resources requirements of United Nations peacekeeping, with focused attention on identifying and rostering highly qualified and capable individuals, through the review of external applications received; outreach to Member States, peacekeeping partners and sister organizations in the United Nations common system; networking with professional institutions and associations; and consultations with the Division's career development specialists. The Unit will work with technical specialists and develop in-house technical knowledge to better evaluate and vet candidates for inclusion on the roster. Staffing resources of one P-4, one P-3, two P-2 and one General Service (Other level) staff member will be redeployed to the Recruitment and Outreach Unit from the Personnel Management and Support Service, and additional human resources requirements to handle the backlog of workload associated with the — partly manual — process of screening,

vetting, rostering and interviewing candidates will be requested under general temporary assistance.

359. Within the Recruitment, Outreach and Career Development Section, the Career Development Unit will be charged with establishing suitable mechanisms to foster and sustain viable career development tools required in the management of the civilian peacekeeping workforce and with developing appropriate assessment mechanisms. The Unit will produce career management strategies, programmes and tools, advise the Recruitment and Outreach Unit on rostering staff members for experiential development and advancement opportunities, deliver career management advice to staff serving in the field, including through the development and maintenance of the United Nations peace operations career development website. In 2005/06, the Unit provided career support guidance to approximately 750 field staff in individual sessions and/or workshops with staff in UNMIK, UNAMA, ONUB and UNTAET. That figure does not include the daily individual career counselling and advice on the preparation of personal history profiles provided through e-mail and telephone communication with individual staff members and candidates. In 2007/08, the Career Development Unit will play an essential role in producing an overarching career development framework, including the rotation and career development structures to be applied to field staff. The Unit will also conduct succession planning for field staff and provide secretariat support for the Succession Planning Panel for senior mission support positions.

360. To achieve the above, the Unit will implement the following core activities in 2007/08:

(a) Producing a career development framework and career path model that will involve the development of models and online tools to help staff members identify the basic educational, experience, skill and competency requirements for substantive and support positions at all levels, to include the delineation of career paths to enable staff to develop their skills and competencies and better position themselves for future job opportunities through training or relevant work experience in their current functions. Included in the career path delineation will be the design and development of an online skills inventory tool to ascertain the skills assets (and gaps) of serving staff and identify appropriate individual career prospects in the light of organizational needs;

(b) Delivering direct career development support to field personnel and administration as an ongoing service provided to all field staff, including career development support visits, updating the career development website and delivering one-to-one support by means of e-mail, telephone and individual meetings. Future activities will also include the distribution of a newsletter and the launch of career development resource centres in all missions;

(c) Conducting succession-planning processes and developing tools, including the further procedural strengthening and support of the role of the Succession Planning Panel and the development of a high-potential programme for field staff and its integration with existing policies (performance management, mobility) and tools (career path models, skills inventory);

(d) Remaining at the forefront of best practice and evolving doctrine in career development to deliver dynamic career development design and expertise to field mission personnel. This will include a leadership role in the United Nations system career development round table, significant input into the United Nations Staff College-facilitated career development community of practice and participation in a number of New York-based professional groups and events organized by career development professional societies.

361. Data projections indicate that 454 currently serving staff in senior positions in field operations are due to retire between 2007 and 2011. Current vacancy data reveal a dearth of suitably qualified staff to fill those vacancies at the required levels. In order to ensure that a comprehensive succession plan is in place to manage the projected staff deficiency, the Career Development Unit will undertake succession planning for those senior mission support positions. The Unit will develop a dedicated capability to plan and manage appointments and vacancies through the development and application of an approved policy, standards and consultative mechanisms. The Unit will also ensure the provision of resources and focus on succession planning for anticipated mission vacancies, enabling the required action to anticipate and meet mission staffing requirements in terms of profiles and numbers.

362. As noted by the Office of Internal Oversight Services in its audit of the Department of Peacekeeping Operations Succession Planning Panel (AP2006/600/09), there exists very limited capacity to plan and manage appointments and vacancies through a well-documented succession-planning strategy, approved policy, standards and consultative mechanisms. Additional resources in the form of two new P-3 posts and one new General Service (Other level) post are required in the Career Development Unit for succession-planning activities. In order to maintain parity with the existing workload of the Career Development Unit — a client base of approximately 18,000 civilian staff members supporting peacekeeping operations — the Unit will need to maintain the current staffing levels of one P-4, two P-3 and one General Service (Other level) to carry out the functions relating to career path models and tools and one-to-one support for field staff.

363. The two new P-3 Human Resources Officers (Succession Planning) will be responsible for:

(a) Managing the comparative evaluation tables of candidates, analysing and mapping individual, mission and organizational needs and evaluating current vacancies against the suitable senior candidates available for senior support positions;

(b) Identifying, planning and coordinating development opportunities, including certification and training that candidates require for succession-planning purposes. The identification of development opportunities will assist in medium- and long-term human resources planning, in managing the turnover rates anticipated in future bienniums and in providing opportunities for career development for field staff;

(c) Assisting in the implementation and evaluation of the mobility policy for field staff between missions and between missions and Headquarters, upward mobility (promotion), movement across occupational groups and movement between the Secretariat and the agencies, funds and programmes;

(d) Analysing and mapping individual, mission and organizational needs and evaluating current vacancies against the suitable candidates available for senior support positions;

(e) Assisting in identifying, planning and coordinating development opportunities, including certification and training;

(f) Working with the Recruitment and Outreach Unit on initial and other clearances of serving staff for field positions. The human resources officers will analyse the comprehensive data on staff mobility and development, with an emphasis on how to match the individual to the right job for his or her career path;

(g) Assisting in the development of policies and identification of training to strengthen the ties between performance management, career mobility and profiles, including a true assessment of staff and managers, using e-PAS as a critical tool for managing the performance of staff and tracking their progress.

364. The Human Resources Assistant (General Service (Other level) (Succession Planning)) will assist the succession-planning team in preparing statistics, reports and other documentation as required, providing generic field responses to miscellaneous career-related and mobility-related requests and queries from field personnel and maintaining accurate data on staff rotations. The Human Resources Assistant will be responsible for properly recording and archiving the minutes of Succession Planning Panel meetings. He or she will assist in generic human resources activities, such as undertaking research on the range of human resources and career-related issues, maintaining an automated database containing human resources management and career-related statistics, preparing periodical reports, taking on technical responsibility for programming and updating the Career Development Unit website and providing guidance and training to other Field Personnel Division colleagues on career development-related matters.

Field Budget and Finance Division (1 D-2, 1 P-5, 5 P-4, 2 P-3 and 8 GS (OL))

365. Over the last five years, the Finance Management and Support Service of the Administrative Support Division has absorbed the additional workload related to a more than twofold surge in the total amount of peacekeeping mission budgets (2002/03: $2.5 billion; 2007/08: $5.0 billion) a more than tenfold surge in the total amount of special political mission budgets (2002/03: $37.1 million; 2007/08: $441.6 million) and a more than twofold surge in military contingent personnel and related claims, as well as the introduction of results-based budgeting, with undiminished attention to financial resources, which has significantly increased the workload involved in preparing budget and performance reports. The Finance Management and Support Service has absorbed this workload with an increase of only two posts (P-3) in 2002, for a total of 70 posts, comprising 63 support account posts (1 D-1, 2 P-5, 10 P-4, 20 P-3, 2 P-2, 4 GS (PL) and 24 GS (OL)) and 7 posts funded from the regular budget (1 P-5, 1 P-4, 2 P-2 and 3 GS (OL)). Processes and systems have been improved, but despite those improvements and the commitment of staff, the approximate doubling of the workload during the past five years could not be absorbed by a staffing increase of only 2 posts, or 3 per cent, without a negative impact on the quality and timeliness of services both to the field and, either directly or through the Controller's Office, to Member States in terms of outputs.

366. The increasing complexity of peacekeeping mandates is also presenting new challenges for the budgeting and financial management of approved funds and requires the development of complex new financial arrangements involving multiple actors. Examples include such new elements as maritime units in Lebanon or increased collaboration with new partners, both within the United Nations common system in such areas as disarmament, demobilization and reintegration, and with regional organization partners, as in support for the African Union Mission in the Sudan.

367. As a result of this work overload, the Finance Management and Support Service has not been able to provide adequate support to field missions in developing budget proposals and performance reports, which, in turn, has compounded the Service's capacity problem by leading to inefficiencies in the process of finalizing those proposals and reports. The timeliness and quality of services to Member States, either directly or through the Controller's Office, are permanently at risk in an overstretched office environment, as staff of the Service frequently face multiple priorities at the same time and have to force decision-making processes. For the same reasons, the senior management and staff of the Service do not have the capacity to perform cross-cutting and historical operational analysis and develop forward-looking operational policies, forcing the Service to apply ad hoc solutions, which further affects the quality of services over time. Finally, management capacity constraints have affected the guidance and development of staff, while staff are expected to work unsustainable hours, affecting morale and efficiency.

368. To address these expanded requirements, as well as concerns expressed by Member States regarding the timeliness, standardization and consistency of budget submissions, it is therefore proposed that the Finance Management and Support Service be restructured and strengthened to become the Field Budget and Finance Division. The Division, strengthened at the leadership, managerial and operational levels, will address qualitative and quantitative issues in finalizing mission budget proposals, as well as the timeliness of proposals, by having the necessary capacity to support and assist missions in the formulation of their respective budget proposals with full justification, while at the same time providing adequate backstopping support on day-to-day operational issues. The proposed strengthened capacity will result in high-quality submissions to the Controller.

369. The new Division will require 17 additional support account posts (1 D-2, 1 P-5, 5 P-4, 2 P-3 and 8 GS (OL)). This would bring the total number of staff to 87, representing a 24 per cent increase in staff to address a workload increase of more than 100 per cent.

Office of the Director (D-2)

370. The responsibilities in terms of providing budget and finance services at the current level of field operations will require a Director at the D-2 level to provide managerial oversight and strategic direction to the Field Budget and Finance Division. The Director will contribute to the formulation of the Department of Field Support's overall strategies and policies and act, as required, in an advisory capacity to both the Under-Secretary-General and the Assistant Secretary-General. He or she will provide leadership in the development of innovative and change-management initiatives to provide budget and financial management support to the missions. In

addition, the Director will represent the Department of Peacekeeping Operations and the Department of Field Support before bodies such as the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination, as necessary. The Director will provide presentations and information on operational finance policies, procedures and practices to the Advisory Committee and the Fifth Committee of the General Assembly, in the context of 33 field missions and cross-cutting issues.

371. With the implementation of the International Public Sector Accounting Standards, Enterprise Resource Planning (ERP) and Enterprise Budget Application (EBA) projects, peacekeeping financial policies, procedures and practices will change substantially. The Director will have major involvement in bringing about those changes and in providing strategic direction and oversight for the development of the peacekeeping budget and finance aspects of those systems and their application in the field.

372. Currently, the Chief of the Finance Management and Support Service is responsible for the management and organization of the Service, dealing equally with field financial and budgetary issues for 33 peacekeeping and other operations, troop-contributing countries, memorandum of understanding negotiations and claims processing, field system support and requirements of the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. As the service works on tight deadlines closely connected with the Secretary-General's reports, General Assembly resolutions, meetings of the Advisory Committee and the Fifth Committee and requirements of the Office of Programme Planning, Budget and Accounts, it is difficult for the Chief of Service to manage the structure single-handedly with the accuracy and at the level of performance required by the position.

373. The current scope of operations is far too large and complex to be attended by one service chief, one deputy service chief and two section chiefs, and it is consequently proposed to realign the current structure of the Finance Management and Support Service. The requested post of Director of the Field Budget and Finance Division (D-2) will have the immediate support of two existing Professional positions (P-4 and P-3) and two Administrative Assistants (GS (OL)). In addition, he or she will be supported by two units within the Office of the Director: the Field System Support Unit and the Field Finance Procedures Management Unit.

374. The existing Budget and Finance Officer (P-4) in the Office of the Director will perform the role of special assistant, assisting the Director in coordinating and disseminating data on all cross-cutting issues, drafting briefing notes and talking points for meetings and management, developing and maintaining supporting material and assisting with any other tasks that require review and research. One Administrative Assistant will assist in maintaining the Director's calendar and scheduling his or her appointments, answer incoming telephone calls and assist with other ad hoc tasks. The other Administrative Assistant will maintain and monitor the personnel attendance record of the Service, screen and prepare requests for changes to certifying and approving officers for all missions and perform any other tasks delegated by the Director of the Division.

375. The existing P-3 post will have primary responsibility for issues related to personnel management. In particular, it is the focal point in the screening and technical clearance of mission finance and budget staff, dealing also with other administrative issues. The incumbent also provides support to the Director on all

aspects of human resources management for the Division, including staff administration and the selection and recruitment process. In carrying out those functions, the incumbent liaises with staff of the Field Personnel Division, the Executive Office and, as required, on issues related to Headquarters, the Office of Human Resources Management.

Field System Support Unit (no change in staffing)

376. The Field System Support Unit will be staffed by six posts (1 P-4, 2 P-3, 1 P-2 and 2 GS (OL)) currently in the Information Management Unit under the Office of the Chief of Service. The posts will be redeployed to the new Unit, which will be increasingly involved in the development of and support for the field regarding the new International Public Sector Accounting Standards, ERP and EBA projects.

Field Finance Procedures Management Unit (no change in staffing)

377. The objective of the Field Finance Procedures Management Unit in the Office of the Director is to support the work of the Division with advice, guidance and training for the Department of Peacekeeping Operations and the field on cross-cutting issues in budget and finance. The Unit will be staffed by a total of seven posts (2 P-4, 2 P-3 and 3 GS (OL)) redeployed from the current Policy and Procedure Support Unit in the Office of the Chief of the Finance Management and Support Service.

378. One P-4 post is to be mainly responsible for providing advice, guidance and training to Headquarters and field staff on budgetary policies and procedures related to results-based budgeting elements of field mission budgets. The incumbent of the post is to provide expert advice to staff of the Department of Peacekeeping Operations, the Department of Field Support and missions in the development of their results-based budgeting budget and performance reports. The staff member will also research and analyse budgetary and financial policies and procedures, make recommendations for changes and/or modifications and maintain updated guidelines to ensure that financial management in missions complies with United Nations policies and procedures.

379. The second P-4 is to supervise the incumbents of the three P-3 posts and three General Service (Other level) posts in the Unit. The incumbent will oversee and guide the preparation of cross-cutting guidance material, including policies, procedures and recommendations of legislative bodies, to be used by the Division in providing guidance to field missions on the preparation of budget proposals and performance reports. In addition, the incumbent will liaise and coordinate with missions, sections and other units to provide responses on all legislative issues and the implementation of recommendations of the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and the Special Committee on Peacekeeping Operations. The incumbent is to be the focal point for all issues addressed to the Office of the Director on issues related to United Nations Volunteers, as well as on the standardization of work procedures for efficiency enhancement.

380. One P-3 is to analyse and prepare cross-cutting guidance material to be used by the Division in providing guidance to field missions on the preparation of budget proposals and performance reports. That material would include a consolidation of issues raised by the legislative bodies in the context of the budgets and performance

reports for all peacekeeping operations. The incumbent is also to be responsible for the coordination and follow-up of issues between the missions and third parties in respect of third-party claims and accounts receivable. The staff member will act as training coordinator for finance staff and will review and follow up on cross-cutting issues that arise in the monthly reports of the Chief Administrative Officer.

381. One P-3 will analyse and prepare cross-cutting guidance material to be used by the Division in providing guidance to field missions on the preparation of budget proposals and performance reports. That material would include a range of budget policies and cross-mission comparison of the implementation of such policies, e.g., in respect of the use of workload statistics to justify staff resources and of efficiency gains. The incumbent is also to be responsible for the preparation of financial reports for management, such as the quarterly progress report that covers information on all active missions. The staff member is to be responsible for the drafting and finalization of standard office procedures for various tasks conducted by the Division to ensure consistency and improve or maintain the quality of work. The staff member will review work processes and recommend improvements. He or she will prepare and finalize support account budget proposals for the Service and review, validate and document the Service's performance indicators in the Integrated Monitoring and Documentation Information System. The incumbent will develop and prepare presentations for senior management and senior officials.

382. Two Finance Assistants (GS (OL)) will provide support for the work of both the Unit and the Division as a whole. The tasks are diverse, comprising the processing of all commercial insurance and telecommunication invoices, as well as other, miscellaneous invoices for special and established missions, insurance enrolment and reconciliations for peacekeeping and regular budget missions, and deposit checks sent by field missions into their bank accounts. The third Finance Assistant (GS (OL)) is to assist in respect of advances and expenditure payments for United Nations Volunteers and provide assistance when the Advisory Committee on Administrative and Budgetary Questions is in session by updating standard cost and ratio manuals, statistical information and the Advisory Committee's database.

Budget and Performance Reporting Service (1 P-5, 5 P-4, 1 P-3, 4 GS (OL))

383. In addition to the Office of the Director, it is proposed to establish a new Budget and Performance Reporting Service, headed by a Chief at the D-1 level, and comprising three Sections defined according to functional and geographical criteria. The Chief of this new Service will:

(a) Be responsible for the budgetary functions of the Division, overseeing the development, coordination and implementation of support services to the field, including budget formulation models, policies and standards, aimed at improving the quality, timeliness and consistency of budget formulation and reporting;

(b) Oversee the application of the results-based methodology in formulating peacekeeping budgets and performance reports;

(c) Be responsible for ensuring that budget proposals and performance reports are well justified and in accordance with the requirements set out by the Advisory Committee on Administrative and Budgetary Questions and the General Assembly;

(d) Manage the development of strategies, processes and guidelines for improved monitoring of budget implementation in peace operations;

(e) Support the Director as and when necessary by representing the Division and the Department of Field Support in meetings of the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and other policymaking organs, as well as in inter- and intradepartmental meetings in the Secretariat;

(f) Oversee the integration of the International Public Sector Accounting Standards, ERP and EBA projects in the budgetary workflow, as well as contribute to the development of support procedures and guidelines for implementation and sustainment in the field.

384. The post of Chief of the Budget and Performance Reporting Service (D-1) will be provided through redeployment from the existing Finance Management and Support Service structure, as will the Administrative Assistant post (GS (OL)) supporting the Chief. The incumbent will be leading the three newly created budget Sections with the following proposed staffing:

(a) Africa Section (1 P-5, 5 P-4, 1 P-3, 1 GS (PL), 4 GS (OL));

(b) Asia and Middle East, Europe and Latin America Section (1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 7 GS (OL));

(c) Special Political Missions Section, including a liquidation team (1 P-5, 1 P-4, 5 P-3, 2 P-2, 7 GS (OL)).

Section Chiefs (3 P-5 (2 redeployed from the Finance Management and Support Service, 1 new))

385. Currently, the Chief of the Financial Support Section deals with financial and budgetary issues of all peace operations and is responsible for supporting 33 peacekeeping and other operations in the formulation of their budget proposals. The Section works under numerous tight deadlines that are usually set to meet the calendars of the legislative bodies. The demands of the responsibilities are such that it is not feasible for the Chief of Section to provide the level of support and oversight needed to achieve the high quality and timeliness required. The current scope of operations is far too large to be managed by one Section Chief. In addition, the involvement of P-5 staff is required to effectively work with senior mission staff in support of budgetary report formulation. Finally, additional management capacity is required to guide and develop staff and boost morale.

386. For those reasons, it is proposed that each of the new Sections be headed by a Chief at the P-5 level. Two of these posts will be redeployed from the Finance Management and Support Service, and, together with the proposed new P-5 post, they will provide the Service with the much-needed capacity to strengthen the management capacity and enhance its operations. The proposed structure of three Section Chiefs will facilitate proper review and analysis of budgetary reports and cross-cutting and historical operational analysis. It will also ensure the consistent application of budgeting methodologies and concepts in the preparation, review and timely submission of high-quality budgets and performance reports to the Controller's Office for peacekeeping operations in his or her area of responsibility. The Section Chiefs will also have an important role in providing ongoing guidance

on the International Public Sector Accounting Standards, ERP and EBA projects to the field.

Finance and Budget Officers (9 P-4 (4 redeployed from the Finance Management and Support Service, 5 new))

387. The proposed new structure will strengthen the Field Budget and Finance Division's support for all missions, in particular the large and complex multidimensional operations (MONUC, UNMIS, UNIFIL, UNOCI and UNMIL) currently supported by desk officers at the P-3 level. In the last few years, peacekeeping operations have grown in size and complexity, and the volume and complexity of data pertaining to them has increased accordingly. This has resulted in the need for more strategic analysis, interpretation of budget performance trends and guidance on results-based budgeting methodology and linkages to resources. These functions have become more demanding and require enhanced skills and related capabilities. It is therefore proposed that support for the large and complex multidimensional operations be handled by one Professional staff member at the P-4 level (UNMIL, UNMIS, UNOCI, MONUC, UNIFIL, UNMIT, MINUSTAH/UNMIK and MINUTAC/MINURSO). The liquidation team would also be headed by a P-4 post, as dealing with the combined caseload of all missions in liquidation is considered equivalent to handling a large and complex mission.

388. Thus, the Service will require nine Finance and Budget Officers at the P-4 level to provide support to the large and complex operations and to head the liquidation team. Four P-4 posts currently exist within the Finance Management and Support Service and will be redeployed in the new structure, and it is proposed that five new P-4 posts be created. Five of the larger and complex missions are in the African region and hence fall in the Africa Section. The five P-4 posts in the Africa Section will manage MONUC, UNMIS, UNMIL, UNOCI and MINUTAC/MINURSO. The three P-4 posts in the Asia and Middle East, Europe and Latin America Section will manage UNIFIL, UNMIT and MINUSTAH/UNMIK. The one P-4 post in the Special Political Missions Section will lead the liquidation team.

389. The Finance and Budget Officers will be responsible for reviewing and analysing data with respect to the finalization of budget submissions, including results-based budgeting frameworks, staffing and cost estimates, for field missions and provide support to Headquarters and field managers with respect to the elaboration of resource requirements for budget submissions. They will review, analyse and provide input into the finalization of programme budgets and financial implications in the light of changes in mandates; provide substantive support to relevant intergovernmental and expert bodies in their budget reviews; and assist in securing approval from legislative bodies. They will monitor allotments, including redeployment of funds when applicable; monitor budget implementation and determine or recommend reallocation of funds where applicable; monitor expenditures to ensure that they remain within authorized levels; review all requisitions for goods and services to ensure that correct objects of expenditure have been charged, while also ensuring the availability of funds; administer and monitor extrabudgetary resources, including by reviewing agreements and cost plans and ensuring compliance with regulations and rules and established policies and procedures; prepare relevant documentation with respect to budget performance submissions; review and make recommendations with respect to the finalization of

budget performance reports; and analyse variances between approved budgets and actual expenditures.

Finance and Budget Officers (9 P-3 (8 redeployed from the Finance Management and Support Service, 1 new))

390. One Finance and Budget Officer post (P-3) is requested, in addition to the existing eight P-3 posts that will be transferred to the Budget and Performance Reporting Service from the Finance Management and Support Service.

391. The P-3 Finance and Budget Officers will be responsible for reviewing and analysing data with respect to the finalization of budget submissions, including results-based budgeting frameworks, staffing and cost estimates, for field missions and provide support to Headquarters and field managers with respect to the elaboration of resource requirements for budget submissions. They will review, analyse and provide input into the finalization of programme budgets and financial implications in the light of changes in mandates; provide substantive support to relevant intergovernmental and expert bodies in their budget reviews; and assist in securing approval from legislative bodies. They will monitor allotments, including redeployment of funds when applicable; monitor budget implementation and determine or recommend reallocation of funds when applicable; monitor expenditures to ensure that they remain within authorized levels; and review all requisitions for goods and services to ensure that correct objects of expenditure have been charged, while also ensuring the availability of funds. They will administer and monitor extrabudgetary resources, including by reviewing agreements and cost plans and ensuring compliance with regulations and rules and established policies and procedures. They will prepare relevant documentation with respect to budget performance submissions; review and make appropriate recommendations with respect to the finalization of budget performance reports; and analyse variances between approved budgets and actual expenditures.

392. The Africa Section will require one P-3 post redeployed from the Finance Management and Support Service to support UNMEE. The Asia and Middle East, Europe and Latin America Section will require three Finance and Budget Officers at the P-3 level. The proposed new P-3 will support UNDOF and UNOMIG combined, while UNFICYP and UNLB will each be supported by one of two P-3s redeployed from the Finance Management and Support Service. In the Special Political Missions Section, a total of five P-3 Finance and Budget Officers are required. One P-3 Finance and Budget Officer will support UNMIN, one UNAMI and one UNAMA; one P-3 Finance and Budget Officer will support UNAMSIL, UNIOSIL, UNOWA, the Committee on Missing Persons and the Office of the Special Envoy of the Secretary-General for the future status process for Kosovo; and one P-3 Finance and Budget Officer will support BONUCA, UNPOS, ONUB, BINUB, UNOGBIS and the Cameroon-Nigeria Mixed Commission.

Associate Budget Officers (2 P-2 (redeployed from the Finance Management and Support Service))

393. The five P-3 Finance and Budget Officers in the Special Political Missions Section will be supplemented by two P-2 Associate Budget Officers, redeployed from the Finance Management and Support Service, one of whom will support the International Independent Investigation Commission, the Personal Representative of

the Secretary-General for Southern Lebanon, UNMOGIP, UNSCO, UNTSO and UNTOP and the other the liquidation team.

General Service staff (2 GS (PL) (redeployed from the Finance Management and Support Service), 19 GS (OL) (15 redeployed from the Finance Management and Support Service, 4 new))

394. To support the Finance and Budget Officers mentioned above, 2 General Service (Principal level) and 19 General Service (OL) (four of which are new requests) Administrative and Finance Assistants are required in the Budget and Performance Reporting Service. The four new Administrative and Finance Assistant posts (GS (OL)) are requested to support the Finance and Budget Officers in the three Sections of the Budget and Performance Reporting Service by preparing supporting documents with respect to the finalization of cost estimates and performance reports. The Assistants will undertake research and provide support to their Finance and Budget Officers with respect to budgetary tasks. A total of 2 General Service (Principal level) posts and 15 General Service (Other level) posts will be redeployed from the existing Finance Management and Support Service.

Abacus team

395. As a new concept associated with the reorganization of the Budget and Performance Reporting Service, the Field Budget and Finance Division proposes to create an Abacus team, which would be constituted by temporarily assigning some of the staff described above. The goal of the team is to guide missions in developing budget proposals and shift a good part of the Field Budget and Finance Division review process to hands-on support by Division staff in the field and joint finalization of the budget proposals prior to submission to Headquarters. In this way, most small review items would have been resolved prior to submission and only large issues would still require final review in Department of Field Support. The team needs to be experienced and senior enough to ensure that the implementation of the concept is successful, which would be facilitated by the nine proposed P-4 Finance and Budget Officer posts in the Budget and Performance Reporting Service. This approach would enable Field Budget and Finance Division staff to transfer knowledge of budget development to a large group of mission staff, by working with them for a two- to a three-week period, rather than providing guidance from Headquarters, e.g., through "comments letters". The concept will be implemented in August/September 2007 by visiting three missions for the development of the 2008/09 budget proposals. For the other missions, guidance will be provided during the development phase through video teleconferences. It is anticipated that 9 or 10 missions would be supported by Abacus teams for the development of the 2009/10 budget proposals.

Memorandum of Understanding and Claims Management Section (1 P-3, 4 GS (OL))

396. The existing Memorandum of Understanding and Claims Management Section headed by a P-5 will continue to provide its usual services and will be reporting directly to the Director. During 2006/07, the workload of the Section increased to an unprecedented level with the substantial and complex expansion of UNIFIL and the establishment of a new mission in Timor-Leste. That was the rationale for adding two general temporary assistance surge positions at the P-3 and General Service (Other level) levels to the Section to cope with the additional tasks of memorandum

of understanding negotiations with the troop-contributing countries deploying various units to those missions. With the current expansion in peacekeeping, most of the traditional troop-contributing countries with experience in peacekeeping are overstretched, and units from new troop-contributing countries have been deployed to those missions, with such deployment requiring more efforts in the process of memorandum of understanding negotiations. The complexity of the expanded UNIFIL, specifically the maritime units, has added a new challenge to the contingent-owned-equipment and reimbursement process, since this is the first time the United Nations is deploying such units. It is therefore critical that continual detailed briefings and clarification of the memorandum of understanding and contingent-owned-equipment processes and procedures be provided to the troop-contributing countries. With the increase in workload during the period, the Finance Management and Support Service could not participate in most of the briefings on the contingent-owned-equipment process prior to deployment of troops.

397. It is envisaged that there will be full deployment of military contingents for all missions and that memorandums of understanding for the net increase of 30 units will have been concluded and signed, resulting in the processing and certification of 240 contingent-owned-equipment claims. With the increase in military contingents and the complexity of tasks to be performed, there is also a substantial increase in the quantity and complexity of verification reports. As a result, much more time will be required to analyse, calculate and process contingent-owned-equipment verification reports and claims. For example, for UNIFIL it is estimated that an average of two person-days, instead of the normal one and a half person-days, will be required to process each contingent-owned-equipment claim. It is estimated that an additional 1,422 person-days (1,754, offset by 332 for closed missions) will be required to maintain the indicator of achievement of processing contingent-owned-equipment claims within six months and death and disability claims within 90 days. Some 581 person-days are required to manage the increased workload of MONUC, UNMIS and UNMIL and 1,173 to manage the increased workload resulting from the expansion of UNIFIL and UNOCI and the establishment of UNMIT and UNAMI. The total increase of 1,754 person-days is significantly disproportionate to the resources released by the closed ONUB and UNAMSIL missions (332 person days).

398. In addition to the above, with the full deployment of UNMIS and MONUC, most of the memorandums of understanding for units deployed will have to be amended to reflect actual equipment and self-sustainment capabilities deployed in the missions. There will also be an increase in other claims (letters of assistance for troop rotations, flying hours) to be processed.

399. The surge positions approved under general temporary assistance in 2006/07 enabled the Finance Management and Support Service to negotiate in timely fashion with troop-contributing countries deployed to UNIFIL and UNMIT. Memorandums of understanding for all the new units will be signed by the beginning of the budget period. Furthermore, with the two additional general temporary assistance surge positions, the Finance Management and Support Service was able to fulfil the indicator of achievement regarding the six-month average for claims, and three months for some missions.

400. In order to continue the support provided to troop-contributing countries, especially newly emerging ones, through continual briefings and clarifications of the contingent-owned-equipment process and to maintain the established indicator

of achievement of processing contingent-owned equipment within six months, and death and disability claims within 90 days, it is estimated that 1,422 person-days will be required to manage the additional workload. This translates into 6.4 staff. However, only five new posts are being proposed, one P-3 Finance Officer and four Claims Assistants (GS (OL)), as justified below. With this proposal, the general temporary assistance surge positions for 2006/07 would be discontinued.

Finance Officer (P-3)

401. One new Finance Officer at the P-3 level will be responsible for the processing of 240 contingent-owned-equipment and 180 other (letter of assistance) claims. In addition to processing those claims, he or she will be responsible for reviewing and analysing the arrival reports and other relevant verification reports against 30 memorandums of understanding signed during the current period, and amending the memorandums of understanding to reflect actual equipment and self-sustainment capabilities deployed. He or she will also provide briefings on and clarifications of the process relating to memorandum of understanding amendment and contingent-owned equipment to the troop-contributing countries and United Nations staff.

Claims Assistant (4 GS (OL))

402. Four new Claims Assistants at the General Service (Other level) level will be required to assist in the processing of claims (240 for contingent-owned equipment, 180 other), reviewing verification reports, calculating amounts due to troop-contributing countries, drafting correspondence, requesting payments and drafting payment letters to troop-contributing countries. They will also assist in organizing meetings and discussions with troop-contributing countries and other Department of Peacekeeping Operations staff on the amendment of memorandums of understanding.

Conduct and Oversight Division (1 D-2, 1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 7 GS (OL))

403. The Department's capacity to address conduct and oversight issues is inadequate given the significant growth of United Nations peacekeeping and the increased scrutiny of oversight bodies. The lack of management capacity to deal with conduct issues, audit response, Board of Inquiry review and field procurement oversight issues has meant that managers typically focus on routine matters and high-priority issues at the expense of analysis and provision of strategic guidance. This is compounded by inadequate capacity at the working level in the area of audit response and a lack of capacity in the area of review of Board of Inquiry recommendations, which have led to inadequate identification of trends in management deficiencies and gaps in policies, procedures and guidelines and emerging issues. This in turn decreases operational efficiency and effectiveness and increases exposure of the Organization to the risk of misuse and mismanagement of resources. It is therefore proposed to consolidate departmental resources and functions relating to conduct and oversight into a single Conduct and Oversight Division.

Office of the Director (1 D-2, 1 GS (OL))

404. The Office of the Director, Conduct and Oversight Division is required to oversee the activities of the Division and to provide the expanded management capability outlined by the Secretary-General as being required for the good management and effective implementation of support for field operations. It is proposed to establish the Office through the creation of posts for one Director (D-2), one Administrative Management Officer (P-4) and one Administrative Assistant (GS (OL)).

405. The Director will be responsible and accountable for the overall management, direction and supervision of the conduct and oversight programmes of the Department of Field Support. The incumbent will develop policies and programmes to promote the highest standards of conduct by personnel assigned or appointed to peace operations in the field; will ensure that investigations, disciplinary action and follow-up action on conduct cases is undertaken as appropriate; will analyse, monitor and promulgate trends in audit findings and ensure that missions act on and respond to audit recommendations; will ensure that policies and procedures for Headquarters Boards of Inquiry are promulgated and acted upon by missions, including any follow-up action by Headquarters; will manage the programme of review and issuance of delegations of procurement authority and designations of officials to exercise such delegations; will manage and oversee the presentation of the recommendations of the Headquarters Committee on Contracts to the Assistant Secretary-General for Field Administrative Support regarding contract awards; and will be responsible for providing Department of Field Support representation on the Headquarters Committee on Contracts. He or she will represent the Department before the legislative bodies on matters pertaining to conduct, audit, Boards of Inquiry and field procurement oversight.

406. The post of Administrative Management Officer (P-4), which will be provided through redeployment from the Office of the Director, Administrative Support Division, will strengthen the management capacity of the Office of the Director by providing direct support in the exercise of his or her functions in respect of the overall administration of the Division. He or she will further develop and enhance coordination, in particular among the services of the Division, and strengthen interrelationships with other areas of the Office of Field Administrative Support, the Integrated Support Services and the Department of Peacekeeping Operations, as well as with other departments. He or she will support the implementation of the Department's evolving strategic and operational objectives and exchange information on behalf of the Director, as required, with peacekeeping missions and external partners, including permanent missions and United Nations agencies, funds and programmes.

407. The Administrative Management Officer (P-4) will assist the Director in:

(a) The effective management of the Office of the Director, by developing and maintaining an efficient system of reviewing incoming communications and correspondence to the Division, screening items submitted for signature for adequate content and format, initiating and/or designating actions to be taken and conducting follow-up on such actions and other administrative and substantive decisions of the Director;

(b) Providing regular liaison with the operational and administrative staff of various services, departments and agencies involved in the provision of support to United Nations peace operations and providing policy and administrative guidance consistent with the policy objectives of the Director and those of the Department;

(c) Monitoring the range of strategic and operational support issues in peacekeeping, maintaining briefing files on current field missions and preparing regular updates to the Director, highlighting potential areas of concern and suggesting possible corrective actions or improvements;

(d) Supporting the preparation of reports on the integrated activities of the Division, including the coordination and/or drafting of inputs to reports of the Secretary-General to the Security Council, the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and other legislative bodies;

(e) Coordinating and preparing position papers, briefing notes and talking points for meetings with various delegations, conferences and working groups, highlighting key peacekeeping support issues and relevant items to be raised;

(f) Ensuring that Division actions spanning the range of conduct and oversight activities are prepared in a manner ensuring consistency in the application of United Nations rules and procedures and are in line with the priorities set forth by the Division;

(g) Assisting in regulating the Director's daily schedule, redirecting appointment requests as necessary, and coordinating the Director's schedule for official visits to peacekeeping missions, preparing relevant materials and accompanying the Director as required;

(h) Undertaking ad hoc assignments at the request of the Director.

408. An Administrative Assistant (GS (OL)) is required to deal with incoming and outgoing correspondence of the Division; establish an effective correspondence and document management system and control regime that can receive, record, file and track movement within the Office of all documents and correspondence; monitor personnel attendance; deal with official travel matters; and provide other general office services.

Audit Response and Board of Inquiry Section (1 P-5, 1 P-4, 2 P-3, 1 GS (OL))

409. It is proposed to establish an Audit Response and Board of Inquiry Section, led by a Senior Administrative Management Officer (new post) at the P-5 level under the Director of the Conduct and Oversight Division. The Senior Administrative Management Officer will provide overall management and supervision of the activities of two units reporting to him or her, namely, the Audit Response Unit and the Board of Inquiry Unit. The incumbent will provide strategic guidance to senior management of the Department and field missions on audit, investigation and Headquarters Board of Inquiry issues. This would include the identification of trends, gaps in policy, procedures and guidelines, as well as emerging or future problems or issues, so that the Department and missions can address them and take preventive and corrective action. The incumbent will also interact on a routine basis with the Directors of the United Nations Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services, as well as with senior

management of the Department and field missions to discuss strategic issues relating to audit, investigation and Headquarters Boards of Inquiry. He or she will ensure that inputs to reports of the oversight bodies to the General Assembly and responses to requests from permanent missions are provided in a timely manner and will represent the Department in meetings with Member States, as required.

Audit Response Unit (1 P-3)

410. To respond to the critical needs of the oversight bodies for timely replies on the implementation of their recommendations and in accordance with General Assembly resolution 52/212 B, Department of Peacekeeping Operations established an audit and operational review function that receives, analyses and coordinates comments from missions and offices of the Department on reports of the oversight bodies (Board of Auditors, Joint Inspection Unit and Office of Internal Oversight Services), follows up with substantive offices, services and divisions in the Department on recommendations and prepares inputs for annual and semi-annual reports to the oversight bodies.

411. The current audit and operational review capacity of the Department of Peacekeeping Operations has not kept pace with the increase in the volume of peacekeeping activities, budgets and oversight activities, which has hampered the Department's ability to effectively respond to the interim and final reports of the oversight bodies. Of the 21 interim reports issued by the Board of Auditors on peacekeeping missions for the 12-month period ending 30 June 2005, the Audit Focal Point provided responses to only 8 (38 per cent) by the 31 December 2005 deadline. Inadequate capacity has also meant that this function has had to focus on routine matters and high-priority issues, at the expense of identification of trends and analysis and provision of strategic guidance on audit matters to senior management. Analysis of mission-wide audit and investigation report recommendations pertaining to procurement, finance logistics and personnel for senior management in particular cannot be undertaken with existing resources. With the current capacity, the Audit Focal Point has not been able to effectively review the 60 reports issued by the resident auditors for the 12-month period ending 31 December 2006, representing a potential loss in terms of operational efficiency and effectiveness and placing the Organization at increased risk in terms of misuse and mismanagement of resources. The strengthening of the Audit Response Unit is expected to ensure better compliance with and reporting on recommendations of oversight bodies, improved policy and practice and reduced risk for the Organization.

412. The expansion of peacekeeping activities has led to a recent 97 per cent increase in the number of reports produced by oversight bodies (from 88 reports in 2004 to 173 in 2005). For example, during the period from 1 July 2005 to 31 December 2006, the Office of Internal Oversight Services increased its resident auditor staff by 31 per cent with a similar increase in the number of recommendations issued on peacekeeping. To address this increased volume of audit and operational review tasks for the Department and its field missions, the Department is proposing to establish a new Audit Response Unit under the Senior Administrative Management Officer, which will have the responsibility of managing audits, investigations and evaluations, tracking implementation and analysing the recommendations of oversight bodies.

413. This proposal would entail the establishment of two new posts (1 P-3 and 1 GS (OL)) and the redeployment of the two existing Professional posts (1 P-4, 1 P-3) currently undertaking audit-related functions from the Office of the Director, Administrative Support Division, to the new Unit.

414. The additional Operational Review Officer (P-3) will (a) prepare input for Department responses to the reports of oversight bodies, which involves consolidation of inputs from all offices of the Department, as well as its field missions, (b) develop guidelines for the Department and field missions to strengthen compliance with audit findings and recommendations, (c) develop guidelines for the conduct of self-assessment reviews by peacekeeping missions, (d) analyse the reports of resident auditors, (e) follow up on action taken by offices in the Department and field missions to implement recommendations of the oversight bodies, (f) prepare inputs for semi-annual reports on the status of implementation of recommendations of the oversight bodies and (g) prepare briefing notes and information on audit issues for senior management of the Department and of the Secretariat, as well as for the legislative bodies.

Board of Inquiry Unit (1 P-4, 1 P-3, 1 GS (OL))

415. One element of evaluation and oversight that many Member States have drawn attention to is the Secretariat's capacity to identify and address causes of serious incidents in field missions. The main vehicle for this is the Headquarters Board of Inquiry, which carries out case-specific inquiries to provide a detailed factual report on all serious incidents in the field, on the basis of which Headquarters can instigate further action and/or follow-up. Almost 80 per cent of Headquarters Board of Inquiry reports relate to vehicular accidents (particularly those involving death or injuries) and fatalities in the field. They are therefore an essential management tool to ensure proper accountability, develop policies and guidance and identify best practices to improve the safety of field personnel. Headquarters Board of Inquiry reports are also a key information tool for Member States to pursue appropriate national procedures concerning incidents involving their personnel. However, to the frustration of many Member States, there is currently no dedicated capacity at Headquarters to systematically monitor, review and follow up on Board of Inquiry report recommendations or to liaise with Member States and relevant bodies in the Secretariat in a timely and effective way, and a serious backlog of cases has accumulated at Headquarters without receiving full and appropriate follow-up. In May 2006, the Department used existing resources to recruit one Professional and two support staff on a temporary basis to register the Board of Inquiry reports making up the current backlog and to enter them into an electronic repository.

416. To address the issue, it is proposed to establish a Department of Field Support Board of Inquiry Unit under the Audit Response and Board of Inquiry Section to review and manage Board of Inquiry reports received from field missions. This will entail the establishment of two new Professional (1 P-4, 1 P-3) and one General Service (Other level) posts for 2007/08.

417. The Board of Inquiry Unit will act as a central point for receiving and reviewing Board of Inquiry reports from all missions. The Unit will undertake the following functions: (a) systematic review of Board of Inquiry findings and recommendations, (b) tasking and monitoring of the implementation of recommendations, (c) data analysis and reporting on the implementation of

recommendations, (d) provision of technical guidance to field missions on conducting Board of Inquiry activities, (e) development of guidance and procedures relating to Boards of Inquiry, including templates and related tools, (f) development and delivery of training materials, (g) analysis of trends, gaps and best practices and (h) dissemination of lessons learned and best practice to missions. At present, none of these functions are being undertaken in the Department, except on an ad hoc and as-required basis.

418. The Board of Inquiry Unit will also develop and issue guidance on the notification of casualties of United Nations personnel in Department of Peacekeeping Operations-administered field missions. Furthermore, the Unit will regularly analyse data on such casualties in order to identify trends and recommend improvements in policy and practice, and for public information purposes.

419. The establishment of a longer-term, dedicated capacity to review Board of Inquiry recommendations is expected to improve the identification of trends in management deficiencies and gaps in policies, procedures and guidelines, as well as emerging issues of concern to the Department. This will improve the identification of remedial action and result in improved policy and practice in the longer term. A single location to monitor and track Board of Inquiry recommendations will also facilitate follow-up by Member States and field missions. For example, this Unit will make it easier for Member States to track the status of claims for loss of contingent-owned equipment due to hostile acts.

420. It is proposed that the Board of Inquiry Unit will be headed by an Operational Review Officer at the P-4 level who reports to the Chief of the Audit Response and Board of Inquiry Section. The Operational Review Officer will provide overall management and supervision of the activities of the Unit. The incumbent will provide strategic guidance to senior management of the Department and field missions on Board of Inquiry issues and notification of casualties. This will include the identification of trends in management deficiencies and gaps in policy, procedures and guidelines, as well as emerging or future problems or issues, so that the Department and missions can address them and take preventive and corrective action. The incumbent will interact on a routine basis with the management of the Department of Peacekeeping Operations, the Department of Field Support, field missions, and other relevant departments, such as the Office of Legal Affairs and the Department of Safety and Security, to discuss strategic issues relating to Boards of Inquiry and notification of casualties. He or she will ensure that inputs to reports of the oversight bodies to the General Assembly and responses to requests from permanent missions are provided in a timely manner. The incumbent will also represent the Department in meetings with Member States, as required.

421. Under the supervision of the Operational Review Officer (P-4), the Operational Review Officer at the P-3 level will determine if any recommendations or aspects of Board of Inquiry reports should be brought to the attention of the P-4 Officer for review and take action accordingly. The incumbent will conduct both qualitative and quantitative analysis of Board of Inquiry recommendations to identify areas for action, issues of general relevance to other field missions, and lessons learned and best practices for incorporation into systemic changes. The incumbent will also conduct analysis of data on notification of casualties for use in policy development and public information, and will recommend any amendments or revisions to existing policy or the issuance of new policy or other guidance

needed as a consequence of Board of Inquiry recommendations, as well as recommend any managerial or procedural reforms necessary to prevent the recurrence of incidents. He or she will also recommend revisions to or the development of new guidance on notification of casualties, and liaise and follow up with relevant Secretariat offices and departments and Member States to ensure that appropriate action is taken on cases that have been reviewed by a Board of Inquiry. Finally, the incumbent will provide inputs for reports to the Department of Management, Member States and intergovernmental bodies on trends and actions taken by the Department to avoid the recurrence of incidents.

422. An Administrative Assistant (GS (OL)) that will be shared with the Audit Response Unit is required to assist with data entry into the Board of Inquiry database and to provide administrative support to the Unit. Database-related tasks will include the following specific functions: (a) data entry from Board of Inquiry reports, including uploading all annexes, photos and supplementary documents, (b) record-keeping and development of an archiving schedule, (c) ensuring that the electronic database is accessible to field missions and relevant Headquarters offices through a managed password system, (d) assigning passwords to users and maintaining an index of users for easy reference, (e) maintaining a library of reference documents that could assist Board of Inquiry units in field missions, (f) providing administrative and clerical support by initiating and drafting routine correspondence and processing incoming and outgoing correspondence (logging, distributing, dispatching and maintaining all audit-related files), (g) preparing notification memorandums announcing audit visits to offices of the Department and field missions, (h) arranging and taking notes at audit entrance and exit conferences, (i) populating and updating the audit tracking database, and (j) tracking and following up with offices of the Department and field missions on their responses to interim and final reports of the oversight bodies. In addition, the incumbent will assist in the proofreading and editing of outgoing correspondence.

Headquarters Conduct and Discipline Unit (1 D-1, 1 P-5, 2 P-4, 1 P-2, 2 GS (OL))

423. Pursuant to General Assembly resolution 59/300, in the last quarter of 2005 the Department of Peacekeeping Operations established a Conduct and Discipline Team at Headquarters, funded through a combination of posts redeployed from other Department of Peacekeeping Operations divisions, general temporary assistance and extrabudgetary resources, which represents a full-time, dedicated capacity to address conduct and discipline issues in all United Nations peacekeeping missions. In addition, the Department established conduct and discipline teams to cover 10 field missions and plans to expand coverage to a further 10 missions in 2007.

424. Longer-term dedicated capacities to address conduct and discipline issues both in the Department of Peacekeeping Operations at Headquarters and in all field missions are key to an efficient and professional approach to peacekeeping, and to address misconduct by the various categories of peacekeeping personnel (United Nations staff and Volunteers, military contingent members, military observers, police officers and other experts on mission, and corporate and individual contractors), each with its own administrative and disciplinary policies and procedures. In an environment in which about a third of civilian personnel in missions are new at any one time and members of military contingents rotate frequently during a mission's life, there is a constant need for awareness-raising and training on United Nations standards of conduct and oversight on the

implementation of policies and procedures to prevent misconduct and to address such acts when they occur. A detailed justification for a longer-term, full-time, dedicated capacity to address conduct and discipline issues both at Headquarters and in field missions is outlined in A/60/862, which is expected to be taken up by the legislative bodies during the sixty-first session of the General Assembly.

425. For the period 2007/08, it is proposed that four Professional and two General Service positions in the Headquarters Conduct and Discipline Team (1 D-1, 1 P-5, 2 P-4, 1 P-2 and 2 GS (OL)) that to date have been funded through general temporary assistance be established as posts to form part of the proposed Conduct and Discipline Unit. Those posts will be supplemented by two Disciplinary Officers, redeployed from within existing resources (1 P-3 from the Administrative Support Division, Office of Mission Support, and 1 P-4 from the Police Division). The proposed functions and responsibilities of the staff are set out below.

426. The Chief of the Conduct and Discipline Unit (D-1) will oversee and manage the operations of the Unit and provide guidance, direction and supervision of staff. He or she will advise senior management of the Department of Peacekeeping Operations and the Department of Field Support and senior leadership in the field on policies and strategies relating to conduct and discipline, as well as follow-up action on particularly sensitive cases, and will represent the Department at high-level meetings and ensure interdepartmental coordination on disciplinary action relating to individual cases. It will also be the responsibility of the Chief to liaise with both Departments at Headquarters and in the field; represent the Department of Peacekeeping Operations on disciplinary issues at the senior level in interdepartmental policymaking forums and legislative bodies; ensure coherence between the efforts of the Department of Peacekeeping Operations to address conduct and discipline matters and those of other United Nations entities; liaise with permanent missions to the United Nations on individual cases of misconduct; provide briefings on conduct and discipline issues to Member States and senior leadership; and inform the media on steps taken by the Department of Peacekeeping Operations to address misconduct in peacekeeping, as required.

427. The Senior Policy Adviser (P-5) will provide policy guidance and strategic direction on misconduct issues to the Conduct and Discipline Officers at Headquarters and in peacekeeping operations. He or she will assist in developing strategies and measures to address conduct and discipline issues during the planning, implementation, monitoring and evaluation and liquidation of peacekeeping operations; review and draft policies and procedures on conduct and discipline issues and consult with internal and external entities with respect to implementation; ensure coherence between discipline-related policies, procedures and guidelines relating to all categories of peacekeeping personnel; monitor the effectiveness of the enforcement of United Nations standards of conduct for peacekeeping personnel; and monitor decisions of the Secretariat and of Member States affecting disciplinary issues relating to peacekeeping personnel. It would also be the responsibility of the Senior Policy Adviser to draft inputs on disciplinary issues for reports to the Security Council and General Assembly and provide training as subject-matter expert on conduct and discipline.

428. The Disciplinary Officers (2 new P-4, 1 redeployed P-4 and 1 redeployed P-3) will provide policy guidance and technical advice on Department of Peacekeeping Operations disciplinary procedures relating to the three categories of United Nations

field personnel (civilian, military and police). The incumbents will review investigation reports and liaise with Conduct and Discipline Units in peacekeeping operations on individual cases of personnel misconduct to ensure the application of relevant disciplinary procedures. They will also liaise with the Office of Internal Oversight Services on category I misconduct cases and assist in providing briefings and training on the Department's disciplinary procedures. Assistance in the development of strategies, procedures and guidelines on conduct and discipline issues, as required, will also be the responsibility of the Disciplinary Officers.

429. Further, the Disciplinary Officers will review investigation reports received from the Office of Internal Oversight Services or from heads of mission and make recommendations for action, prior to forwarding to the relevant entity for final consideration. In the case of civilian personnel, the incumbent will liaise with the Office of Human Resources Management and/or the United Nations Volunteers programme on disciplinary action to be taken. For uniformed personnel (two officers will handle cases regarding military personnel, one will be responsible for civilian personnel and one for police personnel), the incumbents will track action taken by Member States in cases of misconduct and assist in maintaining the data management system on misconduct cases.

430. The Reporting Officer (P-2) will be the focal point for maintaining the data management system for all categories of personnel misconduct, including reporting formats and a database. He or she will produce narrative and statistical reports on all aspects of personnel conduct, as required, will conduct research relating to personnel conduct issues and will maintain links with relevant organizations on such issues.

431. Two Administrative Assistants (GS (OL)) are required to deal with incoming and outgoing correspondence, monitor personnel attendance, deal with official travel matters, maintain a filing system for the office and provide other general office services. Owing to the volume of complaints and investigations from the field missions, there is a significant amount of filing, sorting and follow-up of correspondence to be done.

Field Procurement Oversight Section (1 GS (OL))

432. As a direct result of the unprecedented surge in peacekeeping, the value of peacekeeping procurement increased from $693.10 million in 2001 to $1.438 billion in 2005, and then to approximately $2 billion in 2006. This represents an 18.1 per cent increase from 2005 to 2006, a trend that could well continue. Weak internal controls over peacekeeping procurement expose United Nations resources to significant risk of waste, fraud and abuse. In assuming the delegation of authority for field procurement, the Department of Field Support will also assume the responsibility to sub-delegate procurement authority and to designate selected officials as being suitable to receive such delegations. Therefore, the Department of Field Support must create a capacity to adequately manage these responsibilities, in the form of the Field Procurement Oversight Section.

433. The Field Procurement Oversight Section will be responsible for processing designations and delegations of procurement authority for approval by the Assistant Secretary-General for Field Administrative Support. Those designations and delegations will include the review of the scope and scale of delegations and the suitability of individuals to be granted delegations. In addition, the Section will

provide Department of Field Support representation on the Headquarters Committee on Contracts.

434. The Section will comprise 2 Procurement Management Officers (1 P-5 and 1 P-4) that will be redeployed from the current Office of the Director of the Administrative Services Division, Office of Mission Support, where they have been performing similar functions since the establishment of the posts in 2006/07. The P-5 Procurement Management Officer will be the Chief of Section and will represent the Department of Field Support as a member of the Headquarters Committee on Contracts, and will be responsible for ensuring that procurement proposals arising from the Field Procurement Service are in compliance with Financial Rules and Regulations and that solicitations have been conducted in accordance with procurement policies established by the Department of Management and field procurement procedures established by Department of Field Support. In addition, he or she will be responsible for managing the processing of designations and delegations of procurement authority for approval by the Assistant Secretary-General for Field Administrative Support. The P-4 Procurement Management Officer, under the supervision of the P-5 Procurement Management Officer, will be responsible for processing designations and delegations of procurement authority for approval by the Assistant Secretary-General. In addition, it is proposed that the Section include one Administrative Assistant (GS (OL)), who will provide administrative support to the two Procurement Management Officers.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$27 646.1	$6 506.3	30.8%

435. The provision of $27,646,100 will provide for salaries, common staff costs and staff assessment for the 166 posts proposed for transfer from the Department of Peacekeeping Operations and for the 59 new posts requested above. The variance is due in part to the additional requirements for staff to manage the increase in workload associated with the surge in peacekeeping activities and in part to the additional human resources required in the context of the creation and reorganization of the Office of Field Administrative Support.

	Cost estimates	*Variance*	
General temporary assistance	$2 651.6	($516.5)	(16.3%)

Field Personnel Division

Field Personnel Operations Service

436. It is expected that the total number of authorized international posts will continue to increase, notwithstanding the possible liquidation of UNMIK during the next budget period, owing to the expansion of field operations in East Timor (UNMIT), Lebanon (UNIFIL) and Nepal (UNMIN), and the possible establishment of field missions in Darfur, Chad/the Central African Republic and Somalia. Even if UNMIK liquidates completely during 2007/08, the total number of authorized international posts will still exceed 10,000, and the client base serviced by the teams

will therefore be much larger than it is today. The Field Personnel Operations Service of the Field Personnel Division will therefore require additional resources so that it can maintain the accepted ratio of support staff to client base, and thereby ensure that the integrated teams have the capacity to perform their personnel administration and travel tasks to the expected standards of effectiveness and efficiency. To provide the requisite flexibility, general temporary assistance funding amounting to $944,000 for up to five additional Human Resources Officers (P-3) and nine additional Human Resources Assistants (GS (OL)) is requested. These resources will enable the Division to maintain the set support-staff rates as the administration workload increases due to the progressive addition of some 3,590 international staff to the client base.

Quality Assurance and Information Management Section

437. The complexity of the Nucleus system has also increased over the last year. The system contained 2,722 templates of source code in September 2005 and 5,226 in November 2006. The increased complexity requires additional support to ensure effective system and user support. The Quality Assurance and Information Management Section is therefore requesting $81,700 to recruit a Computer Information Systems Officer (P-3) to:

(a) Support the human resources action plan modules of the system for users in the Department of Field Support and field missions;

(b) Support the central review body module in the Nucleus system;

(c) Act as technical writer for the "how to" manuals and as implementation/training coordinator;

(d) Develop standard operating procedures, implementation guidelines and checklists for the use of the system.

438. Pending the introduction of a new e-staffing tool and ERP, the Department of Peacekeeping Operations is reliant on the Nucleus system for the electronic processing of applications and the conduct of recruitments. Nucleus, which has both staffing-table and post-management functions, will need to be supported until it is replaced by ERP in 2010 to ensure the full maintenance of staffing tables and data transfer from e-staffing into the Nucleus system. Consequently, the Quality Assurance and Information Management Section will also require $59,500 for a Human Resources Assistant (GS (OL)), who will:

(a) Support field users with the delegated authority to process technical clearance for applicants on the field staff rosters;

(b) Contribute to the production of human resources management statistical reports for Member States;

(c) Share the Information Management Unit's increased workload, in view of the increased staffing levels in the field and increase in human resources IT users.

439. In order to assist the staff (1 P-4, 2 P-3, 2 GS (OL)) redeployed to the Quality Assurance Unit from the Personnel Management and Support Service in managing the Units broad portfolio of responsibilities, additional resources ($245,100) equivalent to three additional Human Resources Officers at the P-3 level, funded

under general temporary assistance, are requested. Specifically, the three Human Resources Officers will assist in the performance of the following functions:

(a) Monitoring areas where authority has been delegated to civilian personnel sections in the field and activities that have been the subject of audit observations, management concerns and administrative appeals from staff members;

(b) Assisting missions with problems or weaknesses noted in the exercise of administrative responsibilities;

(c) Serving as focal point for audits, administrative appeals and cases referred by the Ombudsman;

(d) Ensuring quality and consistency in the application of rules and policies and contributing to the training and establishment of a cadre of human resources officers.

Recruitment, Outreach and Career Development Section

440. Although additional enhancements to the Galaxy system have been implemented to enable recruitment officers, in their manual screening process, to promptly identify candidates by gender and nationality and to review applicants' responses to questions regarding relevant work experience, it is still not possible, with current systems, to effectively and accurately screen applications using only electronic means. Manual intervention on each application therefore remains a requirement. Each application received in Galaxy still requires a manual review to identify and shortlist possible suitable candidates. This effort remains a highly labour-intensive endeavour. Nonetheless, a prompt review of those applications is required as a first step in reducing high international staff vacancy rates in the United Nations peace operations, which have a direct impact on the effectiveness of missions in delivering their mandates.

441. Current workload indicators show that a dedicated recruitment officer initially screens an average of 106 applications per day. However, the Unit still faces a backlog of some 110,000 applications. Statistics also reveal that approximately 85 per cent of applicants initially screened by the Recruitment and Outreach Unit are not suitable for United Nations peace operations, and only 7 per cent of candidates pass the technical clearance stage. Recruitment officers have therefore begun to dedicate 15 per cent of their time to outreach activities in order to attract more candidates in occupational groups for which shortfalls are being experienced, to meet specific language requirements and/or to improve gender and geographical representation. These outreach activities include advertising in major publications and on websites in languages required in field missions so as to reach specialized professions; attending job fairs and conferences; contacting colleges, schools and professional associations; and establishing closer partnerships with Member States and United Nations agencies, funds and programmes.

442. In order to process the backlog in the screening of applications and devote more time to outreach activities, the Recruitment and Outreach Unit will request that the four Human Resources Officers (P-3) approved under general temporary assistance in 2006/07 be continued in 2007/08 ($653,600). The four Human Resources Officers will — if approved — be developing robust rosters of highly qualified candidates through increased emphasis on outreach activities, including advertising vacancies through professional networks, communication with

candidates and job seekers, continued review and amendment of all vacancy announcements prior to their posting on Galaxy and close coordination with substantive experts to continually improve the vacancy announcements and outreach capabilities. The experience of the past year demonstrates that P-3 is the minimum level for the performance of the rostering function, given the requirement to project and address the needs of field missions while being fully knowledgeable of the occupations involved and the networking and other mechanisms required to reach the appropriate sources of candidates.

443. The Recruitment, Outreach and Career Development Section will also require three additional Human Resources Assistants (GS (OL)) under general temporary assistance ($178,500) to provide necessary services in respect of candidates, such as manually entering résumés received outside Galaxy and responding to questions on the recruitment process and on the Galaxy system. The Assistants are also required to build vacancy announcements in the Galaxy system (209 vacancy announcements were posted over the last six-month period), liaise with the Galaxy help desk on vacancy-related issues, collect and verify performance appraisals of internal candidates, maintain templates of prior vacancy announcements to streamline current vacancy postings and schedule preliminary interviews with candidates.

444. In order to implement Security Council resolution 1325 (2000) on women and peace and security, the Field Personnel Division is requesting for 10 months a Recruitment Outreach Officer (P-3) and a Recruitment Outreach Assistant (GS (OL)) to identify and specifically target female applicants who are qualified logisticians, engineers, cartographers, air transport officers, etc. Currently only 18 per cent of Logistics Support Division Professionals are women. The report put together by external consultants in December 2006 justifies this request more thoroughly.

Conduct and Oversight Division

Conduct and Discipline Unit (1 P-5, 1P-4, 1 GS (OL))

445. Funding amounting to $276,800 under general temporary assistance is requested to recruit a Senior Policy Adviser (P-5), a Disciplinary Officer (P-4) and an Administrative Assistant (GS (OL)) for the Headquarters Conduct and Discipline Unit.

446. The Senior Policy Adviser (P-5) will provide policy guidance and strategic direction on misconduct issues to the Conduct and Discipline Officers in Headquarters and in peacekeeping operations. He or she will assist in developing strategies and measures to address conduct and discipline issues during the planning, implementation, monitoring and evaluation and liquidation of peacekeeping operations; review and draft policies and procedures on conduct and discipline issues and consult with internal and external entities with respect to implementation; ensure coherence between discipline-related policies, procedures and guidelines relating to all categories of peacekeeping personnel; monitor the effectiveness of the enforcement of United Nations standards of conduct for peacekeeping personnel; and monitor the Secretariat's and Member States' decisions affecting disciplinary issues relating to peacekeeping personnel. It would also be the responsibility of the Senior Policy Adviser to draft inputs on disciplinary issues for reports to the Security Council and the General Assembly and provide training as the subject matter expert on conduct and discipline.

447. The Disciplinary Officer (P-4) will provide policy guidance and technical advice on the Department's disciplinary procedures relating to the three categories of United Nations field personnel (civilian, military and police). The incumbent will review investigation reports and liaise with conduct and discipline units in peacekeeping operations on individual cases of personnel misconduct to ensure the application of relevant disciplinary procedures. He or she will liaise with the Office of Internal Oversight Services on category I misconduct cases and assist in providing briefings and training on the Department's disciplinary procedures and in the development of strategies, procedures and guidelines on conduct and discipline issues, as required.

448. One Administrative Assistant (GS (OL)) is required to deal with incoming and outgoing correspondence; monitor personnel attendance; deal with official travel matters; maintain a filing system for the office; and perform other general office services. Owing to the volume of complaints and investigations from field missions, there is a significant amount of filing, sorting and follow-up of correspondence to be done.

449. The overall increase in requirements for general temporary assistance, compared with the level approved for the Administrative Services Division of the Office of Mission Support in 2006/07, is due to the resources requested to respond to the increase in demand for basic human resource management services, which is expected in relation to the new, expanded and potential new peacekeeping missions in East Timor, Lebanon, Darfur, Chad/Central African Republic and Somalia. The increased requirements are partly offset by a reduction in the request for general temporary assistance for the Headquarters Conduct and Discipline Unit, owing to the proposed conversion of existing staff to temporary posts in 2007/08.

	Cost estimates	*Variance*	
Consultants	$51.0	$51.0	—

450. The consultancy requirements for the period are set as follows:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Conditions of service study (Field Personnel Division)	3	25 500	Implementation, in coordination with the Office of Human Resources Management, of harmonized conditions of service in the field contingent on General Assembly approval of proposal contained in A/61/255/Add.1 and Corr.1
Nucleus development (Field Personnel Division)	3	25 500	—
Total	**6**	**51 000**	

451. Pending the outcome of the meetings of the International Civil Service Commission working group on conditions of service for non-family duty stations and approval by the General Assembly of the Commission's recommendations, a

study will need to be conducted to: assess the feasibility of locating family members to locations nearby the non-family duty station; identify any additional resources that may be required to support family members; and develop/amend agreements with host Governments on issues pertaining to family members (for example, visas, immigration restrictions, work permits). An amount of $25,500 is requested for a consultant to undertake this study.

452. An additional $25,500 is requested for the development of Nucleus, which has been carried out by a consultant since 2002 in line with the overall strategy of the Information Technology Services Division of the Department of Management to outsource software development projects. The Field Personnel Division implements, troubleshoots, maintains and administers the Nucleus system, but does not have the capacity to develop new complex features or modules of the system. The development planned for 2007/08 will allow the Field Personnel Division to implement the human resource action plans in the field and include improvements to the skills inventory module of Nucleus.

453. The variance of $51,000 is owing to the fact that funds approved for consultants in 2006/07 for the entire Office of Mission Support ($221,000) were approved at the overall level and allotted to the Office of the Assistant Secretary-General for central management. Consequently, there is no separate line amount for the Administrative Support Division that can be compared with this year's proposal.

	Cost estimates	*Variance*	
Official travel	$955.5	$104.8	12.3%

454. The travel requirements for the Office of Field Administrative Support in 2007/08 are as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Miscellaneous travel (Office of the Assistant Secretary-General)	63 800	—
Mission planning/assessment/consultation (Field Personnel Division)	85 200	Deployment of 5 mission assist teams to address recruitment, administrative and technical human resources management needs of a mission at a critical time
Technical support (Field Personnel Division)	110 000	Provision of direct personnel administrative support (including administration of salaries, allowances, benefits and contracts) to approximately 7,000 international staff in the field in 33 field missions
Conferences/seminars (Field Personnel Division)	45 100	—
2008 Working Group on Contingent-Owned Equipment (Field Budget and Finance Division)	316 200	Planning and making all administrative arrangements, including but not limited to compilation of national data and issuance of papers of the 2008 Working Group on Contingent-Owned Equipment

Type of travel	*Amount (United States dollars)*	*Output reference*
Technical support (Field Budget and Finance Division)	128 000	Guidance to 33 field missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting, and recommendations of legislative bodies
		3 mission assist visits by the Abacus team to provide in situ support to the mission budget development process
Regional briefings (Field Budget and Finance Division)	29 500	3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures
2007 Chief Administrative Officer Conference in Brindisi, Italy (Field Budget and Finance Division)	5 600	—
Procurement planning (Conduct and Oversight Division)	40 000	Ensure 100% procurement delegation coverage for all Directors of Administration, Chief Administrative Officers and Chief Procurement Officers
		Ensure that 100% of mission acquisition plans are developed and submitted
Technical support (Conduct and Oversight Division)	132 100	Submission of responses to 92 reports of United Nations oversight bodies
		Conduct of self-assessment review of internal control systems in 3 missions based on repeated findings and recommendations of oversight bodies
Total	**955 500**	

455. In the Office of the Assistant Secretary-General, an amount of $63,800 is requested for travel activities in relation to political consultation with Member States and other external partners and for travel to peacekeeping missions to conduct reviews of support challenges.

456. For the Field Personnel Division, $85,200 is requested for travel to field missions to ensure oversight and evaluation of the performance of human resources management functions in the field through participation in the monitoring visits of the Office of Human Resources Management.

457. An amount of $110,000 is requested to enable career development support teams from the Field Personnel Division to travel to missions to hold general briefings and conduct one-on-one interviews on career development and opportunities with mission staff. The support teams will provide technical support to the field missions for the implementation of the human resources information technology system. Each team comprises one Professional staff who will conduct training and one support staff to provide technical support.

458. The Field Personnel Division will require $45,100 for travel in relation to participation in various meetings, conferences and seminars.

459. The Field Budget and Finance Division will require $316,200 for travel of the 2008 Working Group on Contingent-Owned Equipment to troop-contributing countries.

460. An amount of $128,000 is requested by the Field Budget and Finance Division to travel to peacekeeping missions to provide guidance to mission staff on financial rules, policies and procedures and to develop mission-specific analysis of issues. The guidance will also include travel by the Abacus teams to three peacekeeping missions to provide assistance in budget preparation from the planning phase to the final budget document.

461. An amount of $29,500 is requested for visits to the regions of Africa, Asia and Latin America in order to provide briefings to major troop-contributing countries on policies and procedures related to contingent-owned equipment, and $5,600 is requested for the Field Budget and Finance Division's participation in the annual Chief Administrative Officer Conference.

462. The Conduct and Oversight Division will require $40,000 for travel to peacekeeping missions to oversee the correct implementation, management and oversight of delegation of procurement authority, subdelegations and procurement reporting requirements. In addition, $132,100 will be required by the Conduct and Oversight Division for travel to peacekeeping missions to oversee the accurate and consistent development of responses to reports of United Nations oversight bodies.

3. Office of Integrated Support Services

(a) Results-based framework

Expected accomplishment 1		*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	Establishment of a repertoire of replicable support models for a variety of strategic conditions

Outputs

Logistics Support Division

- 10 logistical and technical support briefings for Permanent Missions of troop- and police-contributing countries
- Preparation and presentation of up-to-date geographic/cartographic information for briefings to and consultation meetings of the Security Council
- Conduct of 1 regional training course to troop- and police-contributing countries on requirements for medical support for United Nations peacekeeping operations
- 3 United Nations medical support presentations at medical meetings of international/regional organizations
- Development of departmental health surveillance and health threat assessment and reporting tool
- Conduct of assessments of performance and analysis of compliance with memorandums of understanding by troop- and police-contributing countries in peacekeeping missions

Expected accomplishment 2	*Indicators of achievement*	
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1	New mission communication links established within 24 hours of arrival of equipment

Outputs

Logistics Support Division

- Modification of strategic deployment stocks configuration based on requirements and technological changes
- Recomposition and replenishment of strategic deployment stocks
- Establishment of 3 strategic and operational partnerships in support of rapid mission start-up with United Nations agencies, funds and programmes and other peacekeeping partners
- Establishment of the Department of Peacekeeping Operations Geospatial Information Centre at UNLB in support of rapid mission start-up and improvement of the Department's operational readiness

Information and Communications Technology Division

- Plans for operational information and communications technology support to 16 peacekeeping operations, 15 special political missions and UNLB

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	Strengthened field operations through actions and initiatives that put mission needs first
	3.2	10 per cent reduction in number of requisitions outstanding at the end of the fiscal year

Outputs

Logistics Support Division

- Provision of guidance in the planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
- Quarterly review and approval of annual acquisition/contracting plan for 2007/08 for 16 peacekeeping missions, 15 special political missions and UNLB
- Development and issuance to 16 peacekeeping missions, 15 special political missions and UNLB of contract compliance and performance/quality assurance procedures for the engineering, supply and medical areas
- Customization and installation of a commercial off-the-shelf electronic rations management system in 10 peacekeeping operations
- Preparation of statement of work, conduct of technical evaluation and organization of 9 bidder assessment visits for the establishment of 34 system contracts (cartographic 1, medical 6, supply 12, engineering 15)
- Conduct training for engineering staff in field missions on asset management (20), project management (20), power supply (20), environmental policy (20) and occupational safety and health on construction sites (20)

- Mission environmental assessment visits and reports for 3 peacekeeping operations
- Conduct induction training for 10 P-3 Engineers and supply staff prior to going to the field
- Preparation of 2 contingent-owned equipment training modules for mission staff and promulgation of guidelines for field verification and control of contingent-owned equipment and management of memorandums of understanding to enable the development and implementation of logistics-related training programmes on contingent-owned equipment and briefings for contingent-owned equipment staff in peacekeeping missions and representatives of Permanent Missions to the United Nations, troop- and police-contributing countries, regional groups and Headquarters staff
- Conduct of workshop for chiefs of general services and property management sections from field missions
- Conduct of 2 specialist senior functional workshops/conferences (engineering/medical)
- Conduct of a workshop for claims and property survey staff from field missions
- Formulation of technical requirements for bar-code reading technology for inventory management in field missions
- Formulation of a standardized codification catalogue for expendable items
- Revision and distribution to 15 field missions of the Department's Aviation Manual, with the focus on aviation ground support services, night operations, search and rescue operations and aviation security
- Development and promulgation to 15 field missions of a field movement and control manual and field container management system
- Provision of guidance, including the development of policy, appropriate templates for collation of accident statistics, development of safety training programmes and their conduct in field missions, sharing of best practices in road safety and monitoring of implementation of road safety in 32 field missions
- 5 aviation quality assurance and technical compliance review missions
- 23 aviation vendor assessment and quality assurance inspections
- Conduct of 20 aviation safety assessments visits to 13 missions and provision of aviation safety advice, including accident prevention, risk analysis, accident investigation, international and United Nations rules, regulations and procedures and policymaking to 17 peacekeeping missions
- Development, integration into aviation procedures and implementation in 15 field missions of operational risk management processes
- Workshop on avian influenza pandemic preparedness for mission chief medical officers/focal points and on-site training exercise for selected missions in collaboration with the Medical Support Section and Integrated Training Service
- Preparation and distribution to all field missions of updated guidelines on improving avian influenza and pandemic contingency plans
- Establishment of an online Geographical Information System of satellite imagery viewer over the areas of major peacekeeping missions (MONUC, UNMIS and UNIFIL)

Information and Communications Technology Division

- Provision of information technology and communications support to all peacekeeping operations and UNLB
- Provision of audio and videoconferencing services to field operations and other United Nations entities, including global technical and operational support
- Provision of guidance and associated documentation on ICT security policies to ensure the security and technical integrity of ICT systems in all field missions
- Develop and commence implementation of ICT systems at secondary active telecommunications facility
- Conduct revision of global disaster recovery and business continuity guidance implementation in all field missions
- Conduct a simulated mission relocation and data recovery exercise in UNLB
- Map and commence review of business processes, structures and systems of the Department of Peacekeeping Operations
- Provide direction and oversight for all field missions related to the planning, sourcing and implementing ERP systems

Field Procurement Service

- Issuance of 500 contracts, including amendments, 2,000 purchase orders and 50 system contracts that are expected to expire in 2007 (including amendments to contracts) for peacekeeping operations
- Conduct of procurement management reviews in 8 peacekeeping missions (MONUC, UNMIS, UNMIL, UNOCI, MINUSTAH, UNMIK, UNIFIL and UNMIT)
- Training of 400 mission and Headquarters staff in procurement and contract management
- Management training for 90 per cent of incumbent chiefs of procurement offices and/or designated officials
- Provision of technical advice to all missions on complex procurement issues

External factors

Member States will provide the necessary political support and resources, and peacekeeping partners will provide the support required to implement mission mandates.

(b) Human resource requirements

			Temporary posts										
			Support account										
	Regular budget			Transfers			Total			Other		Total	
Category	2006/07	2007/08	Approved 2006/07[a]	In	Out	New posts	proposed 2007/08	Change	Re-justified	2006/07	2007/08	2006/07	2007/08
Professional and above													
Under-Secretary-General	—	—	—	—	—	—	—	—	—	—	—	—	—
Assistant Secretary-General	1	1	—	—	—	—	—	—	—	—	—	1	1
D-2	1	1	—	—	—	1	1	1	—	—	—	1	2
D-1	1	—	3	1	—	2	6	3	—	—	—	4	6
P-5	2	2	9	3	—	4	16	7	—	—	—	11	18
P-4	—	—	44	10	(1)	9	63	19	—	—	—	44	63
P-3	4	4	59	13	(1)	15	85	26	—	—	—	63	89
P-2/P-1	2	3	2	3	—	2	7	5	—	—	—	4	10
Subtotal	**11**	**11**	**117**	**30**	**(2)**	**33**	**178**	**61**	**—**	**—**	**—**	**128**	**189**
General Service and other													
Principal level	—	—	3	4	—	—	7	4	—	—	—	3	7
Other level	3	17	51	11	—	17	79	28	—	—	—	54	96
Security service	—	—	—	—	—	—	—	—	—	—	—	—	—
Subtotal	**3**	**17**	**54**	**15**	**—**	**17**	**86**	**32**	**—**	**—**	**—**	**57**	**103**
Total	**14**	**28**	**171**	**45**	**(2)**	**50**	**264**	**93**	**—**	**—**	**—**	**185**	**292**

[a] The baseline of 171 support account posts approved in 2006/07 reflects the Logistics Support Division, Office of Mission Support.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Apportionment[a] (2006/07) (1)	Cost estimates (2007/08) (2)	Variance Amount (3)=(2)-(1)	Variance Percentage (4)=(3)÷(1)
I. Post resources	24 463.5	36 224.5	11 761.0	48.1
II. Non-post resources				
General temporary assistance	510.9	724.1	213.2	41.7
Consultants	—	728.0	728.0	—
Official travel	1 162.3	1 637.4	475.1	40.9
Other supplies, services and equipment	—	750.0	750.0	—
Subtotal II	**1 673.2**	**3 839.5**	**2 166.3**	**129.5**
Total I and II	**26 136.7**	**40 064.0**	**13 927.3**	**53.3**

[a] The apportionment for 2006/07 reflects the Logistics Support Division, Office of Mission Support.

(d) Justification of posts

463. The Office of Integrated Support Services will be responsible for the provision of direction, policy and guidance to field logistics support, the provision of integrated logistics and ICT support planning, and the maintenance of a capability to respond to rapidly developing or changing peacekeeping support requirements. The Office will also contribute to the development of concepts of operation and preparation of operational plans.

(i) Transfer of existing posts from the Department of Peacekeeping Operations

464. A total of 171 (3 D-1, 9 P-5, 44 P-4, 59 P-3, 2 P-2, 3 GS (PL), 51 GS (OL)) support account posts will be transferred from the current Logistics Support Division of the Office of Mission Support of the Department of Peacekeeping Operations to the new Office of Integrated Support Services. A total of 13 posts (1 ASG, 1 D-2, 2 P-5, 4 P-3, 2 P-2, 3 GS (OL)) funded from the regular budget will be continued in the Office of Integrated Support Services. It is proposed to reclassify one post (D-1), funded under the regular budget, for the incumbent of the post of Special Assistant to the Under-Secretary-General for Field Support. It is proposed to re-establish the D-1 post under the support account for the post of Chief of the Operational Support Service.

465. One post (GS (OL)) from the Administrative Services Division and four posts (1 P-4, 1 P-3, 2 GS (OL)) from the Office of the Assistant Secretary-General, Mission Support, will be transferred to the proposed new Office of the Assistant Secretary-General, Integrated Support Services. Five posts (1 P-2, 4 GS (PL)) from the Information Technology Services Division of the Department of Management will be redeployed to the Information and Communications Technology Division in the Office of Integrated Support Services. The post of Chief, Specialist Support Service, Logistics Support Division (D-1), currently funded under the regular budget, is proposed to be funded under the support account in the Office of Integrated Support Services from 2007/08 onwards.

466. In accordance with the proposal to delegate procurement authority from the Under-Secretary-General for Management to the new Under-Secretary-General for Field Support, resources will also be redeployed from the existing Procurement Division of the Department of Management to the new Field Procurement Service in the Department of Field Support. A total of 35 support account posts (1 D-1, 3 P-5, 9 P-4, 12 P-3, 2 P-2, 8 GS (OL)) and 15 posts (1 P-2, 14 GS (OL)) hitherto funded from the regular budget, will be transferred from the Department of Management to Field Procurement Service of the Department of Field Support.

467. Two posts will be transferred out of the Office. A post for an Administrative Management Officer (P-4) will be redeployed to the new Legal Section of the Office of the Under-Secretary-General for Field Support, and an Information Management Officer post (P-3) will be redeployed to the Office of the Under-Secretary-General for Peacekeeping Operations. With those movements, a total of 243 posts will be transferred from the existing structure of the Department of Peacekeeping Operations to the Office of Integrated Support Services.

(ii) New posts

468. A total of 49 new support account posts (1 D-2, 1 D-1, 4 P-5, 10 P-4, 14 P-3, 2 P-2, 17 GS (OL)) are proposed to be established in the Office of Integrated Support Services, bringing its proposed staffing strength to a total of 292 posts. Of the 49 new support account posts, 16 will be proposed for the Logistics Support Division, 4 will be required in the Information and Communications Technology Division and 29 in the Field Procurement Service.

Office of the Assistant Secretary-General

469. The post of Assistant Secretary-General in the Office of Mission Support, funded under the regular budget, will be redeployed for the head of the new Office of Integrated Support Services. Immediate support to the Assistant Secretary-General will be provided through the redeployment of the existing regular budget post (P-5) and support account funded posts (1 P-4, 1 P-3, 3 GS (OL)) from the Office of the Assistant Secretary-General, Office of Mission Support.

470. The Office of the Assistant Secretary-General will be required to oversee the activities of the proposed three entities comprising the Office; the Logistics Support Division, the Information and Communications Technology Division and the Field Procurement Service. His or her office will provide the expanded management capability outlined by the Secretary-General as being required for the good management and effective implementation of integrated support to field operations. In carrying out those functions, the Assistant Secretary-General will be supported by a Special Assistant (P-5), two Administrative Management Officers (P-4, P-3) and three Administrative Assistants (GS (OL)). Those staff will ensure the effective functioning of the Office of the Assistant Secretary-General through the development of an efficient system for addressing all incoming and outgoing correspondence; liaison with other services and offices within the Department of Field Support and the Department of Peacekeeping Operations and, as required, with other departments, field missions and peacekeeping partners; coordination of the provision of inputs into reports to the Secretary-General, the Special Committee on Peacekeeping Operations, the Fifth Committee and other legislative bodies; and

the provision of position papers, talking points and briefing notes on issues within the purview of the Assistant Secretary-General.

Logistics Support Division (2 P-5, 5 P-4, 7 P-3, 2 GS (OL))

471. The Logistics Support Division in the proposed new structure of the Office of Integrated Support Services will be established with most of the functions, responsibilities and resources currently residing in the existing Logistics Support Division of the Office of Mission Support, except for the Communication and Information Technology Service, which will be established as a separate division.

472. The Logistics Support Division will continue to comprise three services: the Operational Support, Specialist Support and Transportation and Movement Services, each headed at the D-1 level. A net total of 134 support account posts from the existing structure of the Department of Peacekeeping Operations will be redeployed to the new Logistics Support Division. In addition, 16 new posts are requested to strengthen the services provided by the Division as detailed below, making a proposed staffing strength of a total of 150 posts.

Operational Support Service (1 P-5, 1 P-3)

473. The Operational Support Service proposes the establishment of two new posts, Chief of the Aviation Safety Section (P-5) and a Logistics Operational Officer (P-3) in the Strategic Deployment Stocks Unit.

474. In the past few years, there has been a significant increase in the number of aircraft deployed in peacekeeping missions. Currently, more than 220 aircraft are deployed in the missions, where they operate in remote areas and in difficult terrain. The Aviation Safety Unit in the Operational Support Service plays a critical role in ensuring that those aircraft operate in accordance with the safety standards of the United Nations and the International Civil Aviation Organization (ICAO). As a result of the establishment of new or reinforced missions, the Aviation Safety Unit has experienced a significant increase in its activities and has been assigned additional tasks and responsibilities, such as: development and implementation of the operational risk management concept; evaluation of the level of risk associated with duty travel of staff members of the Department of Peacekeeping Operations on commercial airlines; and a 12-15 per cent increase in the number of reports received for process and analysis, among others. In addition, the Unit's medium and long-term plans, such as the implementation of the Department of Peacekeeping Operations safety management system and ISO-9001 certification, will continue to increase its responsibilities while ensuring that the Department remains abreast of the latest aviation safety practices.

475. The surge in peacekeeping missions has increased the support and advice required by and provided to them. This trend is expected to continue in 2007 with the increase in peacekeeping activities, including new missions in Darfur, Nepal and Central Africa. The new missions will require aircraft, which added to the constant requirement for renewal of the current fleet of the Department of Peacekeeping Operations, has brought to light the need for more air operators to be registered as United Nations vendors and for them to be inspected in order to ensure that they meet the standards of the United Nations and ICAO.

476. In order to effectively address the expanded responsibilities and workloads of the Aviation Safety Unit and to provide it with more authority when dealing with the missions and while interacting with other United Nations entities and external organizations, while at the same time emphasizing the importance that the Department of Peacekeeping Operations puts on safety-related issues, it is proposed that the current Aviation Safety Unit be transformed into the Aviation Safety Section, and a new position of Chief, Aviation Safety Section at the P-5 level is requested.

477. In the Strategic Deployment Stocks Unit, a post for a Logistics Operational Officer (P-3) is requested to assist the Chief of the unit to ensure unified oversight over the planning, deployment, release, replenishment, inventory management and reporting of all strategic deployment stock equipment and all related policies, procedures and guidelines. The proposed Logistics Operational Officer will be responsible for the effective and efficient supervision of the strategic deployment stock inventory held at UNLB and suppliers' premises. He or she will also be responsible for logistics-related strategic deployment stocks procedures and guidelines and will assist in the development, implementation and monitoring of strategic deployment stock policies in order to meet the objectives of the Department of Peacekeeping Operations.

478. The requirement for this post is based on the constraints experienced by the Unit. At the current staffing level, the Unit lacks the capacity to monitor, standardize and systematize the methodologies used to report on strategic deployment stock capabilities and the performance of self accounting units, and the ability to provide senior managers in a timely manner with comprehensive analysis of equipment composition and rotation and deployment trends. Delays in the establishment of policies and procedures to manage strategic deployment stock equipment transactions have also been experienced.

479. The approval of the proposed post will be beneficial to the Organization in a number of different areas. The incumbent will interact at the working level in the different complex environments of the sections comprising the Logistics Support Division in order to: coordinate and monitor the replenishment of strategic deployment stock equipment shipped to missions; analyse the requirements of other United Nations entities; coordinate preparation of the material resource plan; and report in a timely manner to senior management on strategic deployment stocks and coordinate the annual review of the strategic deployment stock composition. Those tasks will be performed in order to assist the Chief of the unit in the development and promulgation of recommendations on corrective actions to improve the effectiveness of the logistics support planning process. The Chief of the unit will then be able to concentrate on the annual composition revision, replenishment, rotation and reporting, and compliance with requirements from auditors, the General Assembly and other departments of the United Nations. The incumbent will also enhance coherent and coordinated action between self accounting units and other United Nations entities, providing accurate and timely responses to the different problems that frequently arise.

Specialist Support Service (3 P-4, 5 P-3, 1 GS (OL))

480. The Specialist Support Service consists of five separate sections, each proposing additional posts as follows:

(a) Engineering Section (1 P-5, 4 P-4, 7 P-3, 3 GS (OL): new posts requested 2 P-3);

(b) Medical Support Section (1 P-5, 3 P-4, 1 P-3, 1 GS (OL): no new posts requested);

(c) Supply Section (1 P-5, 6 P-4, 6 P-3, 1 P-2, 6 GS (OL): new posts requested 3 P-3, 1 GS (OL));

(d) Contingent-owned Equipment and Property Management Section (1 P-5, 2 P-4, 2 P-3, 1 GS (PL), 1 GS (OL): new posts requested 2 P-4);

(e) Cartographic Section (1 P-5, 1 P-4, 3 P-3, 1 P-2, 2 GS (OL): new post requested 1 P-4).

481. The Engineering Section will require an additional post for an Engineering Operations Officer (P-3) in the Engineering Operations Unit. The increase in peacekeeping operations and the substantial expansion of some of the existing peacekeeping missions has created the need for this additional position. The main function of the incumbent will be to handle support requirements and issues related to the military engineering components in peacekeeping operations. Apart from that major responsibility, the incumbent will work as an engineer desk officer who will focus to a large extent on the start-up planning for new missions, the preparation of engineering cost implications for new missions and review of ongoing mission budget submissions. Furthermore, he or she will be responsible for providing support in meeting utility requirements and establishing contingent-owned equipment requirements and will participate in teams making predeployment visits to troop-contributing countries for the field missions assigned to him or her.

482. At present, one engineer desk officer is coordinating the activities of as many as eight peacekeeping missions, excluding political missions. In the past two years, there were approximately 10 negotiations with troop-contributing countries that resulted in the provision of formed military engineering units to missions, including an equal number of predeployment visits for the evaluation of engineering staff and materiel. Given the magnitude of the workload assigned to the Engineering Operations Unit of the Section, there is an urgent need for this additional post. Specifically, the incumbent will: (a) provide mission engineering support to allocated missions; (b) focus on military engineer contingent support to missions, which involves the planning and coordination of military engineering tasks in support of peacekeeping operations; (c) provide military engineering input to negotiations with troop-contributing countries on memorandums of understanding; (d) collate and maintain an up-to-date profile on mission engineer activities and their productivity, as necessary; and (e) provide performance measurements of the contingents in order to assist in assessing the best practice methodology for providing engineer input for peacekeeping missions and peacebuilding requirements.

483. A post of Asset Management Officer (P-3) is requested for the Management Support Unit of the Engineering Section. Engineering assets valued at approximately $280 million are handled by the Unit. That amount includes 1,372 line items in 25 different major categories for 16 current peacekeeping missions and 16 special political missions and represents approximately 21 per cent of the current United Nations inventory. The incumbent will be responsible for monitoring, overseeing and managing engineering materiel and equipment directly related to

field mission stocks, inter-mission transfers and the replenishment and release of strategic deployment stocks. Given the level of responsibility and accountability of the functions, a dedicated full-time Professional post at the P-3 level is necessary. The incumbent will verify the accuracy of the data recorded in the mission assets control databases and will be responsible for coordination of mission liquidation and asset disposal planning including the subsequent implementation tasks. At present, those responsibilities are performed by a Field Service staff member on loan from a field mission, who is earmarked for repatriation back to the field mission.

484. In the Supply Section, three new posts of Supply Officer (P-3) and a Finance Assistant post (GS (OL)) are requested. The Supply Section provides planning, strategic management, performance monitoring and technical oversight for the provision of supplies and major services that were valued at over $1.2 billion a year in 2006/07, within which rations services account for approximately $600 million (a 45 per cent increase over 3 years since 2003/04). Along with the increase in the dollar value of the supplies and major services, the financial risks, responsibility and complexity of the work of the Supply Section have increased as well. The shift in contractual structures from supply of commodities to major turnkey service contracts increasingly requires expanded roles for contract management and oversight, risk management and technical performance management. Intense and continuing scrutiny from audits and oversight bodies has further intensified the workload, as has the need to implement sounder accounting procedures, internal controls and other risk-mitigation initiatives in order to reduce the potential for waste and mismanagement in such large and complex contracts.

485. The Rations Unit in the Supply Section is currently staffed by two Professional officers (1 P-4, 1 P-3), and it has managed to meet immediate operational demands by stretching existing resources and utilizing augmentation staff and staff seconded from missions. However, given the increased dollar volume and complexity of the work, an additional post is crucial to implement unaccomplished tasks, including those mandated by the General Assembly to improve the quality of support for missions, management oversight and accountability, and it is proposed to establish an additional Supply Officer post (P-3) in the Rations Unit. He or she will: (a) contribute to the development of new rations contracts; (b) oversee the development and implementation of the electronic rations management systems; (c) oversee the implementation and periodic review of the new United Nations rations scales in field missions; (d) contribute to the development/update of rations policy, guidelines and standing operating procedures; and (e) provide more effective oversight in order to reduce potential fraud. The accomplishment of those tasks will provide long-term benefits to the supply of rations and associated services to field missions and will require a sustained effort. It is therefore proposed that the additional Supply Officer post be established as a temporary post instead of under general temporary assistance.

486. The Fuel Unit of the Supply Section oversees the supply of fuel to support 24,000 vehicles, 4,600 generators and 204 aircraft under 83 fuel contracts, which is the second largest expenditure item in field missions, totalling approximately $327 million in 2006/07, an increase of 70 per cent since 2003/04. Given this significant dollar volume, the complexity of the work and potential for abuse, an additional post is crucial for the ability of the Unit to implement unaccomplished tasks, including those mandated by the General Assembly to improve the quality of support for missions and improve management oversight and accountability.

487. The incumbent of the proposed additional Supply Officer post (P-3) in the Fuel Unit will: (a) contribute to the development of new fuel contracts; (b) oversee the development and implementation of the mission electronic fuel accounting systems; (c) contribute to the development and implementation of enhanced fuel fraud management mechanisms; (d) contribute to the ongoing equipment standardization programme; (e) develop and implement a mid-life refurbishment programme for in-use fuel equipment; and (f) contribute to the development and update of fuel policy, guidelines and standing operating procedures. The urgency of those tasks was highlighted by the General Assembly in its resolution 60/266 on cross-cutting issues relating to the administrative and budgetary aspects of the financing of United Nations peacekeeping operations, as they pertain to fuel management.

488. The Contract Compliance Management Unit is currently staffed by two Professional officers (1 P-4, 1 P-3). Contract compliance management entails the independent and objective oversight, monitoring and corporate management of a contract between the Organization and a commercial entity. Given the increased volume and complexity of the Unit's work, an additional post (P-3) is crucial to the implementation of numerous tasks, including those mandated by the General Assembly to improve the quality of support for missions and improve management oversight and accountability. The requested Supply Officer post will contribute to providing specific oversight and guidance to missions on monitoring and measurement of contractor performance, ensuring standardized interpretation of supply contracts and increasing the efficiency and quality assurance in the implementation of essential service and commodity contracts. His or her critical tasks will include the development of relevant tools and techniques to establish a comprehensive performance regime applied at Headquarters and in all field missions. This regime will include methodologies for establishing quality assurance surveillance procedures that meet the unique needs of the United Nations. Procedures to be developed include how to identify and document defects in deliverables and service deficiencies, inspection procedures, including the use of random inspection, and what corrective actions are to be taken if a defective performance by a contractor is identified. These are highly technical issues and require specific expertise and knowledge of the subject matter.

489. The proposed additional Financial Assistant post (GS (OL)) will: (a) contribute to providing specific oversight and guidance to missions on monitoring supply field budgets; (b) administer on a daily basis the verification of services and transfer of funds to Headquarters supply accounts in order to effect reimbursement to Member States for claims resulting from services rendered under letters of assist and contingent-owned equipment self-sustainment procedures; (c) administer and report on the strategic deployment stocks supply accounts in accordance with strategic deployment stocks financial guidelines; and (d) administer on a daily basis other supply Headquarters accounts. The accomplishment of those tasks will provide fiscal accountability and due diligence of the funds allocated for the acquisition of supply goods and services at Headquarters and monitoring of supply field budgets.

490. In the Contingent-owned Equipment and Property Management Section two additional posts at the P-4 level are requested. The establishment of one Contingent-owned Equipment Officer post (P-4) is requested to meet the priority requirement for comprehensive and timely assessment and analysis of troop- and police-contributing countries' performance and compliance with their obligations under their memorandums of understanding in all missions. This is necessary to ensure

that contributions and United Nations resources provided in support meet field mission operational requirements and that options to achieve efficiency gains and cost savings in the contingent-owned equipment programme are identified. Currently, only a minimal capability exists within the Contingent-owned Equipment Unit for this kind of assessment and analysis of troop- and police-contributing countries and United Nations equipment inventories, capabilities and performance across all formed units, in all missions. This is because the existing staff are already fully engaged in developing contingent-owned equipment related policies, procedures and issue papers on significant recommended changes in the contingent-owned equipment programme as well as providing technical advice and briefings on a daily basis to field missions, Headquarters staff and other stakeholders, including permanent missions. The continued lack of a robust capability to conduct analysis and assessment severely limits the potential to achieve efficiency gains and cost savings, optimize the generation and maintenance of operational capabilities or improve overall performance in the contingent-owned equipment programme, which is characterized by high visibility, high value, high growth and potential for fraud. Each percentage point of efficiency gain across the board from contingent-owned equipment capability management arising from analysis and assessment could potentially equate to a reduction of more than $16 million in mission budgets.

491. The approximate annual entitlements of troop- and police-contributing countries to reimbursement for the provision of personnel, major equipment and self-sustainment services were $786 million as at January 2003, arising from 162 memorandums of understanding. In October 2006, those costs had risen to approximately $1.41 billion, arising from 299 memorandums of understanding. Despite the 179 per cent increase in the total costs and the 185 per cent increase in the number of memorandums of understanding managed during that period, the total staff employed in the Contingent-owned Equipment Unit at Headquarters was increased by one officer at the P-4 level.

492. The approval of the requested Contingent-owned Equipment Officer post (P-4) will enable the unit to manage the increased workloads, and the incumbent will specifically be involved in:

(a) Comprehensive assessment and analysis of contingent-owned equipment inventories, capabilities and performance and trends in the delivery of goods and services by troop- and police-contributing countries and the United Nations to identify the potential for efficiency gains and cost savings and optimize the generation and maintenance of operational capabilities;

(b) Review verification reports submitted by field missions which record performance and compliance by troop- and police-contributing countries' contingents, on an individual unit basis, and the United Nations, to the terms and conditions contained in memorandums of understanding;

(c) Assist in the conduct of predeployment visits to troop- and police-contributing countries and assessments by field missions of the operational capabilities of deployed formed units;

(d) Identify the potential for adjusting memorandums of understanding to maximize the efficient provision of major equipment and self-sustainment services by troop- and police-contributing countries and the United Nations, including identifying alternate, more cost-effective, methods to provide support.

493. The Property Management Unit is responsible for developing improvements in the inventory management system. At present, the Unit is heavily involved in finalizing the implementation of the Galileo write-off and disposal module, which guides and captures the whole process electronically from beginning to end. Furthermore, the ongoing requirements of the Galileo Change Management Board in providing regularized change management to the completed system should be enhanced by increased project capacity in the Unit. There has been a 58 per cent growth rate in non-expendable inventory value mission-wide from 2002 to 2006, while the growth rate from 2004 to 2006 alone was 51 per cent. Acquisitions in 2006 amounted to $296 million, and disposal activity was at $113 million. The total number of non-expendable assets now exceeds 400,000 items globally. The day-to-day activity of the Unit has therefore grown exponentially since the Unit's inception, and its ability to take on projects that add value to the Organization is saturated. Proactive improvement of property management in the field is at risk from the ever increasing need to provide oversight, guidance and policy to a rapidly growing operational sphere.

494. A Property Management Officer post (P-4) is therefore requested to: assist in researching, specifying and developing new systems for property management; prepare and conduct training seminars on recent system developments (Galileo and the bar code project); and further improve and implement the current property management system. Some of the new projected systems that the Unit is responsible for next year are: the integration of International Public Sector Accounting Systems and ERP into the property management business process and the implementation of the bar code reader mission-wide.

495. In the Cartographic Section a Cartographic Officer post (P-4) is requested. In a letter dated 19 December 1997, the President of the Security Council formally requested the Secretary-General to provide cartographic services to the Council with the assistance of suitably qualified personnel. The services requested included: integration of digital maps into briefings given at consultations; operation of the digital cartographic projection system; and provision of hard copy maps on demand. In order to provide those services, two additional posts, (1 P-3 (under general temporary assistance) and 1 GS (OL)) were authorized for the Cartographic Section.

496. The P-3 post was never regularized, and owing to the lack of general temporary assistance funds, it was discontinued, although the Section was still expected to perform the same level of functions requested by the Security Council but with resources at the General Service (Other level) level only. As a consequence, all Professional officers of the Cartographic Section have had to provide constant support to the designated General Service staff in order to maintain minimum suitable standards in the process of updating the cartographic material presented to the Council. This has resulted in the untimely delivery of some of the Section's other mandated tasks. It is vital that this dedicated post be provided urgently in order to avoid any service disruptions to the Security Council and to ensure quality services, especially since the demands of the Council and the briefer have increased.

497. Furthermore, decision makers, such as Security Council members and the senior management of the Department of Peacekeeping Operations, need professional advice to be clearly and accurately conveyed when dealing with rapidly changing situations. Professional services at the P-4 level will more adequately facilitate the coordination, collection, integration and dissemination of

cartographic/geographic information in support of decision-making. Without such professional support, decision makers may encounter difficulty in understanding the full picture when making informed decisions in a timely manner. The principal duties of the proposed post of Cartographic Officer (P-4) would include: managing the provision of cartographic and geographic information services to the Security Council, which include, inter alia, the preparation of cartographic presentations to support briefings to the Council by coordinating and liaising with the department/mission/agency briefer and conducting necessary research; operation of the digital cartographic projection system in the Security Council consultation room, and provision of hard copy maps; overseeing the design and development of cartographic/geographic databases and applications to support the work of the Council; and liaising with United Nations agencies and other international/regional organizations for other data needs of the Council. Furthermore, the incumbent will serve as the Chief of the Operations Unit of the Cartographic Section, coordinating the cartographic and geographic information services delivered at Headquarters and assisting the Chief of the Section in developing cartographic and geographic information policies, standards and guidelines.

Transportation and Movement Service (1 P-5, 2 P-4, 1 P-3, 1 GS (OL))

498. The Transportation and Movement Service was created in 2006/07 in order to consolidate all transportation asset management under one separate service. However, with the creation of the new service, no dedicated General Service post was allocated to assist the Chief of Service (D-1) in performing his administrative functions. Those functions are currently being performed in an ad hoc manner by borrowing posts from various services and are presently taking up a significant portion of the valuable time of the Chief of Service, which could be better utilized and focused towards more strategic work. Consequently, one General Service (Other level) post to be located in the Office of the Chief is requested.

499. In the Movement Control Unit, it is proposed to establish the posts of Chief of the Unit (P-5) and Movement Control Officer (P-3). The recent surge in operational activities as a result of the establishment of new or reinforced missions (UNIFIL, UNMIT and upcoming operations in Darfur, Chad and Nepal, etc.) has significantly increased the volume, challenges and complexities of the activities of the Unit in the past few years. The level of financial responsibility for which the Movement Control Unit is responsible at present has gradually and dramatically increased from approximately $90 million in 1999 to over $250 million in 2006. Financial responsibility of this magnitude should not be delegated below the P-5 level, and the post of Chief of the Unit (P-5) is therefore requested. He or she must formulate and implement creative and cost-saving initiatives to meet the demands of the ever-changing peacekeeping environment, determine effective regionalization schemes for transport assets serving multiple missions in proximity to one another, create systems contracts for heavy and medium cargo airlift, and efficiently combine and consolidate movements. The Chief of the Unit will also provide guidance and direction to field missions on how transportation requirements should be articulated and how technical evaluations should be conducted as well as on matters relating to the arrangement and contracting of transportation needs.

500. The Movement Control Unit has set the goal of improving the services it provides to field missions and troop contributors by developing its doctrine, which at present is elaborated in its Guide to Strategic Movement and the Field Movement

Control Manual. The development of the two manuals will serve to provide guidance and direction to troop-contributing countries and field missions. It is imperative that doctrine development be pursued under the guidance of a Chief with appropriate authority and corporate knowledge.

501. The other two sections (Air Transport and Surface Transport) of the Transportation and Movement Service are currently headed by managers at the P-5 level, and in order to provide a more equitable and consistent approach, the management level of the Service should all be at the same level.

502. A post of Movement Control Officer (P-3) is also requested to strengthen the Movement Control Unit. The Unit is currently organized on a "mission" basis, whereby individual desk officers are responsible for one or more field missions. The number of field missions for which the Movement Control Unit is responsible has steadily increased without a corresponding increase in staff to cope with the increased volume of monitoring and guidance work required by the new and expanding missions. During 2007, for example, the Movement Control Unit is dealing with a large and rapid expansion in UNIFIL and the creation of a new mission (UNMIT). The creation of new missions, the reinforcement of existing missions and the downsizing and realignment of existing missions are situations that are bound to continue and create continuous demands on the Movement Control Unit. The current staffing of desk officers is inadequate to the number of missions being supported. Large and complex missions, such as MONUC, UNMIS and the newly expanded UNIFIL, require dedicated desk officers owing to their size, complexity and current stage of the mission.

503. On average, each desk officer supports four missions; however, that figure can go up or down depending upon the complexity of the mission and its troop strength. As such, while one officer is required to provide support solely to MONUC, another has responsibility for four missions (UNMIL, UNOSIL, UNOCI and MINURSO). Until the events in 2006 that led to the expansion of UNIFIL, one desk officer had been responsible for four missions in the Middle East, but with that expansion, it was necessary to assign one desk officer to UNIFIL alone. Coverage must also be provided during the absence of desk officers, whether on mission start-up, predeployment visits to troop-contributing countries or other reasons). The current level of staffing is insufficient to sustain effective support for the present level of activities. With additional responsibilities in regard to the establishment of a new mission in Chad/Central African Republic and planning for other possible operations, the capacity to give more responsibilities to the existing desk officers no longer exists. With the approval of an additional P-3 post, the Movement Control Unit will be able to adequately cope with the strategic movement and associated administrative requirements in support of field missions. The current staffing does not:

(a) Allow the Movement Control Unit to sufficiently assist the Department of Peacekeeping Operations field missions with local transport and custom-clearing contracts or provide advice and guidance to field missions on when and where to set up local contracts or use alternative means;

(b) Allow the Movement Control Unit to allocate a desk officer to be responsible for the movement of all United Nations-owned equipment between UNLB and the Department's field missions;

(c) Provide for coverage during required mission visits, training or leave.

504. The approval of an additional P-3 Movement Control Officer post would enable the Movement Control Unit to perform those functions and, consequently, to provide the appropriate level of services to field missions.

505. In the Surface Transport Section, a Surface Transport Officer post (Spare Parts Management) at the P-4 level is requested. Both independent external consultants and OIOS have identified excessive spare parts holdings in missions as a major operational problem that needs to be addressed by the Department of Peacekeeping Operations in order to reduce write-offs, while maintaining the timely delivery of spare parts and good service levels of vehicle availability and reliability. The General Assembly, in its resolution A/60/266, requested the Department of Peacekeeping Operations to report on the possible establishment of a mechanism for global management of spare parts, including the ongoing identification of spare parts requirements, the capacity to redeploy them from other missions and the efficiencies to be achieved from such a mechanism.

506. The establishment of a new post of Surface Transport Officer (Spare Parts Management) at the P-4 level in the Surface Transport Section will ensure the continuing implementation of recommendations of the spare parts consultancy of 2003 and address the concern of Member States and oversight bodies in ensuring an effective, yet more efficient, spare parts management in the Department of Peacekeeping Operations. The incumbent of the post will provide dedicated resources for the development of spare parts solutions, such as improved spare parts contracts, a more global approach to spare parts management and a more accurate demand forecasting and parts planning process.

507. The medium- to long-term impact of the post will be reduced expenditure for spare parts in missions through better determination of requirements and optimal order quantities. It will also ensure that the benefits of a central coordination of spare parts sourcing will reduce the holding of high-value, slow moving items on a global basis. Non-approval of the post will deprive the Department of Peacekeeping Operations of the benefits of reduced write-offs, better spare parts contracts, better delivery and quality terms, and the accrued savings therefrom. As spare parts management is a specialized area which is in short supply in most missions, it is important to build such capability and expertise in the Secretariat. As spare parts management is central to vehicle operations on an ongoing basis, the requirement is better met through the establishment of a temporary post than through a short-term consultancy or funding under general temporary assistance.

508. Under the supervision of the Chief of the Surface Transport Section, the incumbent would develop and manage contracts for spare parts for all missions. He or she will give advice on the optimization of spare parts usage in missions and identify innovative processes and methods for the management and ordering of spare parts and will assist missions in the rationalization of stocks through rotation and write-off and determine in consultation with them the benchmarks for spare parts usage and holdings and assist them in achieving those benchmarks. He or she will collect, analyse and use spare parts data for monitoring the performance of missions and for regulating the budgetary provisions for spare parts and the expenditures thereon.

509. The Aviation Quality Assurance and Standards Unit within the Air Transport Section is designed to adequately assess the continued competence of the Department of Peacekeeping Operations aviation and related air/ground support services by ensuring that the entire range of aviation activities is assessed appropriately on a scale and frequency appropriate to the operations, based on international and Department of Peacekeeping Operations standards. The two key responsibilities of the Aviation Quality Assurance and Standards Unit are to improve air carrier performance and compliance and develop aviation standards to harmonize aviation regulatory requirements where conflicts may exist among international, State and military directives. Those efforts are intended to benefit safety and contract management and to mitigate risk in the Department's air transport operations. This is all in line with United Nations legislative bodies and the recommendations of the Board of Auditors. Owing to the increasing complexity and extent of the Department's air transport operations, including scale of aircraft, number of commercial contracts and military letters of assist, the Air Transport Section has a shared responsibility with aviation regulators under the requirements of ICAO, for monitoring the quality of safe aviation practices in peacekeeping operations.

510. OIOS, in its audit of safeguarding air safety standards while procuring air services for the United Nations peacekeeping missions (A/59/347), noted the infrequency of visits to vendor sites owing to budgetary or human resources constraints. Those visits aim at confirming the conclusion of the documentation review and are an essential part of the aviation industry practice. In the financial report and audited financial statements from 1 July 2004 to 30 June 2005 (see A/60/5 (Vol. II), paras. 148-159), the Board of Auditors took note of the process of vendor registration, which begins with the evaluation of potential vendors, including technical and operational assessments by the Air Transport Section of the Department of Peacekeeping Operations and a financial review by the Procurement Service, before information is entered into the database on air carriers. This database serves primarily as a supplier master file and lists only vendors that have been inspected and technically cleared by the Department of Peacekeeping Operations and invited to bid for contracts.

511. In 2005/06, only 15 of the 26 contracted air carriers had been inspected by the Air Transport Section. The current database has 159 prospective air carriers, and the Department needs to comply with international requirements for monitoring the compliance of those prospective vendors as per the standard and recommended practice of ICAO, strengthen the established quality assurance programme to benefit contract management and mitigate risk in air operations. Such on-site air carrier inspections are required under the Department of Peacekeeping Operations aviation quality assurance programme. In addition to on-site visits to air carriers, the Air Transport Section is also responsible for performing mission assessment and quality assurance and technical compliance inspection visits. An additional post of Air Transport Officer, Quality Assurance and Standards (P-4) is proposed to pre-qualify air carriers for registration and to ensure compliance with the aviation requirements of the Department of Peacekeeping Operations. He or she will also undertake vendor inspection and mission aviation quality assurance visits, review contractor performance evaluation reports and initiate corrective actions for peacekeeping aviation. The incumbent will provide advice to field programme managers on aviation standards.

Information and Communications Technology Division (1 D-1, 1 D-2, 1 P-4, 1 P-3)

512. Information and communications technology plays an integral role in global peace operations. The need to ensure timely and secure telecommunications and information exchange within and between expanding United Nations peace operations and between those operations and Headquarters, and the provision of enterprise information systems that address current and projected automation requirements, is central to meeting the core strategic, operational and tactical mandates of United Nations missions. As part of the Secretary-General's initiative to strengthen the Secretariat's capacities to plan, deploy, manage and sustain United Nations peace operations, it is proposed to upgrade the existing Communications and Information Technology Service to a division within the Office of Integrated Support Services of the Department of Field Support. This realignment is required to strengthen current leadership and management capacity to reflect the breadth and depth of the Division's fiduciary and operational responsibilities. The proposed realignment is based on four major tenets:

(a) The continuing growth of ICT within peacekeeping in scale, scope and complexity: ICT activities have been subject to a proportional increase in requirements stemming from the expansion and increased demand for United Nations peace operations, both in number of simultaneous operations and complexity. In addition, the Department of Peacekeeping Operations has experienced a commensurate increase in the scope and provision of ICT services to the field stemming from the adoption of enterprise technologies, the requirement to provide globally accessible unified information systems; changing business drivers; the requirement to introduce new and viable technologies to increase effectiveness and efficiencies in field operations; and the requirement to improve information flows, provide more efficient business processes and systems, and leverage ICT as a strategic enabler. The combined expansion in complex ICT operations has resulted in a parallel expansion of ICT infrastructure, services and fiduciary responsibility, requiring an enhanced strategic planning, proficiency, and managerial competencies, particularly at the managerial level;

(b) The implementation of enterprise systems in peace operations: the implementation of enterprise information systems, such as customer relations management, ECM and ERP, is a new, complex and expansive undertaking critical to the ability of the Department of Field Support and the Department of Peacekeeping Operations to leverage technology to enhance operational effectiveness. Extensive effort and managerial oversight is required for the planning, selection, implementation, integration, change management, support and administration of these transformative IT solutions. The successful adoption of enterprise technologies to information systems requires extensive coordination and managerial oversight owing to their wide-ranging impact and transformative effect on all business activities, systems, processes and infrastructure;

(c) A requirement to place information and communications technology closer to stakeholders: in its management audit of the Department of Peacekeeping Operations (AP2005/600/17), OIOS concluded that the placement of the current Communications and Information Technology Service was not optimal and had led to protracted communication channels between the Communications and Information Technology Service of the Logistics Support Division and other areas of the Department. OIOS determined that the Communications and Information

Technology Service should be repositioned in the overall Department of Peacekeeping Operations structure to more effectively and efficiently use ICT in addressing the strategic information needs of the whole Department and the missions to help them achieve their peacekeeping mandates. Repositioning the Communications and Information Technology Service as a Division within the Department of Field Support will enhance interactive communications, collaboration and cooperation with all peace operations' ICT stakeholders, thus facilitating greater alignment of ICT activities with stakeholder needs;

(d) The consolidation of ICT activities within the Department of Field Support: in his letter to the President of the General Assembly on strengthening the capacity of the Organization to manage and sustain peace and security operations, the Secretary-General noted that certain critical ICT services, such as telecommunications infrastructure and secure services for the exchange of confidential information, are shared between the Communications and Information Technology Service of the Department of Peacekeeping Operations and the Information Technology Services Division of the Department of Management. To reduce the duplication of responsibilities between the ICT capacities of the Department of Peacekeeping Operations and those of the Information Technology Services Division of the Department of Management, and to enhance the provision of reliable and uninterrupted service to the field, ICT services will be streamlined and consolidated under the new Department of Field Support. The planning and implementation of enterprise systems, such as customer relations management, ECM and ERP, also call for a dramatic enhancement of roles and responsibilities.

513. The additional human resource requirements related to this realignment are as follows:

(a) The establishment of a new D-2 level post for the position of Director of the Information and Communications Technology Division;

(b) The establishment of a new D-1 level post for the position of Chief, Information Systems Service;

(c) The upgrade of an existing P-3 post to the P-4 level for the position of Chief, Information and Communications Technology Infrastructure Support Unit.

514. The Department of Peacekeeping Operations is also requesting two additional ICT-related posts separate from its realignment proposal:

(a) One Communications Desk Officer (P-3);

(b) One Information and Communications Technology Security Officer (P-4).

515. Under the management of the new Director, the Information and Communications Technology Division will be structured on the basis of two services: an Information Systems Service, which will be responsible for the provision, implementation, integration and support of all information systems of the Department of Peacekeeping Operations, the transition to enterprise systems and information and communications technology security; and the Field Communications and Information Technology Operations Service, which will be responsible for all activities related to the global telecommunications infrastructure of the Department of Peacekeeping Operations, including the WAN and LAN, ICT operational, logistic and administrative support to field missions, and the management of ICT-related resources.

516. The Information Systems Service will comprise two sections: the Field Information Systems Section, which will be responsible for the provision, implementation, integration and support of current information systems used throughout the Department of Peacekeeping Operations; and the Enterprise Systems and Information and Communications Technology Security Section, which will be responsible for the transition to enterprise systems and the security of the Department's information assets.

517. The Field Communications and Information Technology Operations Service will comprise two sections: the Field Communications Section will be responsible for day-to-day operational, administrative and logistical ICT support to field missions; and the WAN/LAN Operations Section, which will be responsible for the management of the global telecommunications infrastructure of the Department of Peacekeeping Operations and provide technical direction for local area networks in field missions.

Office of the Director (1 D-2)

518. In order to strengthen the capacity of the Department of Field Support to plan, deploy, manage and sustain ICT in peace operations, a new D-2 position is required in order to effectively manage the ever-increasing scale and scope of ICT; ensure the incorporation of business objectives into ICT activities; manage the information assets of peace operations; manage the consolidated responsibilities, authority and resources assigned to the Department of Field Support; improve planning; enable faster deployment; provide a more responsive system of support to ICT users in both Headquarters and the field; ensure coordination with the ICT components of the Secretariat and other United Nations entities; and ensure the implementation of industry best practices in the field of telecommunications and IT.

Information Systems Service (1 D-1, 1 P-4)

519. An effort to leverage the benefits derived from automating business processes, enabling access to information and content and facilitating collaboration through technology has led to an increase in the provision of software solutions in support of peace operations. This drive for efficiency gains, coupled with a strategic imperative of adopting centralized enterprise information systems that integrate business processes, has led to increasing complexity in the provision, implementation, administration and support of software solutions. This increasing reliance on information systems has highlighted the need to provide solutions that meet the automation needs of the Department of Field Support and that facilitate the availability of relevant information without compromising the need to secure and safeguard the Organization's invaluable information stored as data. The provision of information systems that meet business needs requires an in-depth understanding of business requirements and the development of relationships with the business community that promote trust and a common desire to leverage an increasingly sophisticated, analytical and capable information system landscape. In addition to the need to provide systems that capture, store, organize and provide critical data in support of peace activities, there is a requirement to convert such data to useful information and ensure that the information is provided to the right people at the right time.

520. The Department has adopted an enterprise approach in accordance with the Departmental Information Management Strategy and organizational goals to address automation gaps and to enhance operational capacity in peace operations. The implementation of enterprise systems as part of this approach is a new, complex and expansive undertaking, one which is critical to the Department's ability to leverage technology to support operational effectiveness. In his report on investing in information and communications technology (A/60/846/Add.1), the Secretary-General outlined plans to implement enterprise resource and information management systems. The implementation of the enterprise systems represents significant investment in both time and resources. For example, in the above report, preliminary estimates for the implementation of an ERP system is in the order of $120 million. It has been estimated that peacekeeping operations represent 75 per cent of the usage. Senior managerial expertise is required to ensure that the particular needs of peace operations are met in the selection and implementation of enterprise systems and that strategies and plans are in place to ensure a smooth transition from legacy systems and for the infrastructure, systems and resources required to support those systems.

521. The requirement to put into effect long-term strategies and governance structures which ensure the provision of viable software solutions that meet the continuous and expanding needs of organizational stakeholders and the need to ensure that the significant investment in information systems is managed in an effective manner require managerial expertise at the D-1 level. The Department of Field Support is therefore requesting a new D-1 post for the position of Chief, Information Systems Service within the Information and Communications Technology Division.

522. In the Information and Communications Technology Security Unit of the Information Systems Service, the post of Communications Officer (P-4) is requested. Peace operations currently do not have a dedicated information and communications technology security officer. This leaves the Department critically exposed to security threats, a deficit that has been pointed out by oversight bodies on numerous occasions. The Department will be unable to address this urgent need for IT security coordination, which will undoubtedly exacerbate the problem, particularly in the light of the current highly volatile security environment. The specific duties of this proposed post will include:

(a) Maintaining an overall ICT security and contingency policy for the Department of Peacekeeping Operations at Headquarters and field missions while taking emerging technologies and related risks into account;

(b) Assisting field missions in analysing and determining risks and reviewing the existing ICT infrastructure;

(c) Analysing industry standards and best practices in order to identify general standards for secure ICT operations applicable for all field missions;

(d) Conducting business risk assessments for most types of business applications and computer installations and recommending appropriate action to technical and business management;

(e) Reviewing new technologies being proposed to determine their potential impact on the security environment of the Department of Peacekeeping Operations global network;

(f) Assisting field missions in the actual implementation of security tools and measures;

(g) Verifying the adequacy and functioning of the security measures by trying to bypass security systems in place.

Field Communications and Information Technology Operations Service (1 P-3 and upgrade of P-3 to P-4)

523. *Chief, Information and Communications Technology Infrastructure Support Unit (upgrade from P-3 to P-4).* The growth in peace operations in both scale and scope has led to an increased reliance on the ICT networks and infrastructure of the Department of Peacekeeping Operations. Peace operations are traditionally conducted in regions where native telecommunications infrastructure is non-existent, underdeveloped or compromised. This situation has necessitated the establishment of complex United Nations-operated and maintained LANs and infrastructure within field missions. There is also a need to develop and oversee the implementation of policies and standards for the management of information in data centres in field operations. Increased telecommunications has also led to a need to provide additional management oversight of satellite transponder usage.

524. Expanding field operations, an effort to leverage technologies through greater use of telecommunications and information technologies, the multidimensional nature of peace activities that lead to a greater geographical footprint, and a strategic shift to centralized information systems have resulted in an expansion of information and communications technology networks and infrastructure within United Nations peace operations. Managerial oversight is required to ensure that LANs are managed to meet current needs and are scalable in order to meet continuing expansion requirements. Oversight is required to ensure that fault-tolerant telecommunications links are maintained that effectively and efficiently meet the information exchange requirements within field operations.

525. A lack of existing native telecommunications infrastructure has forced the Department of Peacekeeping Operations to rely to a great extent on satellite-based telecommunications. The management of satellite usage requires extensive technical expertise and managerial oversight to ensure that these services are utilized effectively and efficiently. It has thus become critical to introduce technologies that continually improve the performance of satellite communications in order to avoid transmission delays.

526. The increasing usage of information systems has led to an exponential increase in the amount of data that has to be stored and managed in peace operations. This storage requires ever increasing data-management hardware and software in data centres in field operations. Developing strategies that utilize emerging technologies, such as virtualization, to effectively manage these assets in an expanding environment requires managerial acumen and creative approaches. Ensuring that data-centre management is conducted in an effective, efficient and consistent manner across the entire peace operations landscape requires the development and application of complex operating procedures and continuous monitoring.

527. The implementation of enterprise systems will require an upgrade of the current infrastructure in place in peace operations to ensure that users in disparate locations have real-time access to the centralized systems. Ensuring that fault

tolerant telecommunications links are maintained within field areas of operations that effectively and efficiently meet the information exchange requirements of peace operations requires managerial oversight in the light of this increased information load.

528. Ensuring that ICT networks support timely and secure communications and information exchange within United Nations peace operations; ensuring that polices and plans are in place that support projected telecommunications requirements; managing multiple complex and geographically diverse data centres; and managing satellite assets requires managerial oversight at the P-4 level. The Department of Field Support is therefore requesting the upgrade of an existing P-3 post to the P-4 level for the position of Chief, Information and Communications Technology Infrastructure Support Unit within the Field Communications and Information Technology Operations Service.

529. *Communications Officer (P-3)*. The current Communications and Information Technology Service has managed activities in UNIFIL and UNMISET/UNMIT within authorized resources while the missions were in maintenance and drawdown modes, respectively, with a desk officer concurrently providing operational support to other missions. In view of the extraordinary increase in workload in connection with those expansions, a dedicated resource is necessary for the full range of support services to those missions.

530. Those functions cannot be provided through general temporary assistance or a consultancy because of the nature of the functions and the continuous nature of the job. The tasks of the proposed Communications/Desk Officer will include:

(a) Review the ICT portions of proposed cost estimates and recommend any changes as appropriate for the above missions;

(b) Prepare requests for proposals for equipment and services for the Information and Communications Technology Division, evaluate the proposals/bids and represent the mission(s) regarding procurement cases before the Headquarters Committee on Contracts;

(c) Act as the United Nations Headquarters focal point for all ICT-related issues;

(d) Provide daily ICT support to the mission;

(e) Visit the missions to assist in the enhancement of the Information and Communications Technology Division's support and/or the implementation of new projects, as required.

Field Procurement Service (2 P-5, 3 P-4, 7 P-3, 2 P-2, 15 GS (OL))

531. The ability of the Department of Peacekeeping Operations to expedite the delivery of material resources to new field missions and expanding missions around the globe on a timely basis is a major challenge. At present, the Financial Regulations and Rules of the United Nations designate responsibility for procurement activity to the Under-Secretary-General for Management, who further delegates that responsibility to the Assistant Secretary-General level in the Department.

532. While the financial regulations and rules pertaining to procurement are sufficiently broad in scope to accommodate specific field support needs, all procurement authority is vested in a single accountable person in the Department of Management. Changes to the relevant rules would be required in line with the proposed alignment of responsibilities between the Department of Field Support and the Department of Management. This would empower the Department of Field Support to establish a procedural and guidance framework to adequately address the specific conditions and requirements of field procurement and to assume responsibility commensurate with full accountability for field procurement.

533. Given that field procurement is often conducted in difficult environments and within underdeveloped markets and regulatory frameworks, a dedicated and separate capacity is required to balance the factors of value, quality and timeliness of delivery in full appreciation of mandate demands.

534. Vesting adequate authority for field procurement with the Department of Field Support, along with the authority to appoint procurement officers at Headquarters and in the field, will result in greater unity of direction, improved responsiveness of the procurement process to field needs and streamlined procurement processes, resulting in more timely delivery of goods and services to the field. It would provide clarity on roles, responsibilities and accountability, increased ability to exercise control over priorities and efforts, and oversight of all stages of the supply-chain management.

535. The Department of Management will retain control, ownership and leadership of the common vendor database, the joint vendor review committee and the common Procurement Manual. It will undertake a review that takes fully into account the needs of field procurement and the development of common information technology systems for procurement both in the field and at Headquarters. The Headquarters Committee on Contracts, with representation from the Department of Field Support, will serve both the Department of Management and the Department of Field Support.

536. Therefore, a Field Procurement Service will be established in the Department of Field Support within the Office of Integrated Support Services. The Field Procurement Service will comprise an Office of the Chief of Service, incorporating a field procurement planning, policy and programming capacity; four commodity-based Procurement Sections specializing in Transportation, Supply, Engineering and Special Projects, and CIT, respectively, each headed at the P-5 level, and a Management and Field Support Service Section providing both direct support to field missions and an ongoing management development capacity, also headed at the P-5 level.

537. The Field Procurement Service will be established with the transfer of 50 posts — 35 of which are financed from the support account, including the Chief of Service (D-1) — from the Procurement Division of the Department of Management. The total proposed strength of the new Field Procurement Service will be 79 posts, including 29 new posts.

538. The request for 29 additional posts arises from the consistent growth in peacekeeping operations and the need to strengthen management in this vital area of support. In recent years, the peacekeeping procurement volume has increased

substantially in workload owing to the surge in peacekeeping. A key indicator of this increase is the total value of contracts.

Peacekeeping total contract value

	2001	*2002*	*2003*	*2004*	*2005*	*2006*	*2007*[a]
Peacekeeping-related contract value (millions of US$)	693	639	728	116	1 438	783	2 000

[a] The amount for 2007 is an estimate.

539. As reflected above, the peacekeeping procurement workload is expected to increase once in 2007. This expectancy is based on several planned procurement actions, such as the negotiation of major contracts for food, rations, fuel, vehicles and aviation support. Furthermore, the expansion of UNIFIL and the establishment of UNMIT have generated an increased workload. Possible new United Nations peacekeeping missions, such as Chad/Central African Republic and Somalia, will also contribute to an increased demand. The increased workload and potential demand are imperatives to strengthen peacekeeping procurement capacity.

540. In order to establish internal controls and segregation of functions, the Assistant Secretary-General for Integrated Support Services will have no procurement delegation of authority. Instead, the Under-Secretary-General for Field Support will delegate procurement authority to the Assistant Secretary-General for Field Administrative Support. This will ensure that there is a separation between requisitioning and procurement in the Office of Integrated Support Services and the functions of contract award and delegation of procurement authority in the Office of Field Administrative Support. Since the Department of Field Support will be solely responsible for field procurement, internal control will be further strengthened as there will now be greater clarity in peacekeeping procurement roles and responsibilities, resulting in greater accountability. As an example, the Department of Field Support will now have an overview of the supply chain and the ability to articulate the different phases, resulting in greater accountability for the supply of goods and services, improved timely delivery of goods and services to the field, and full control over prioritization, maintaining the ability to meet urgent requirements while ensuring that internal control measures and segregation of duties are in place.

Office of the Chief of the Field Procurement Service (1 P-4, 1 GS (OL))

541. The Office of the Chief of the Field Procurement Service will support the Chief in the management of a procurement programme that is projected to exceed $2 billion in 2007. Through the planning, policy and programming component, the Office of the Chief will assist in the establishment of the Service, the transition of procurement procedures and practices to meet the specific requirements of field-based operations and the development of an ongoing, multi-year procurement programme integrated into the management practices of the Department of Field Support.

542. The Administrative Management Officer post (P-4) is required in order to strengthen the management capacity of the Office of the Chief of Service by providing direct support to the Chief in the exercise of his or her functions in

respect of the overall administration of the Service. The incumbent will further develop and enhance coordination, in particular among the sections of the Service, and strengthen interrelationships with other areas of the Department, primarily the Logistics Support Division and the Information and Communications Technology Division as well as with the Department of Management, on United Nations procurement policies and procedures. The Administrative Management Officer will support the implementation of the Service's evolving strategic and operational objectives and exchange information on behalf of the Chief of Service, as required, with peacekeeping missions and external partners, including permanent missions and United Nations agencies, funds and programmes.

543. Specifically, the Administrative Management Officer will:

(a) Develop and maintain an efficient system of review of incoming communications and correspondence, screen items submitted for signature and initiate/designate actions to be taken;

(b) Liaise with the staff of the various sections, services, departments and agencies involved in procurement activities associated with United Nations peace operations and provide guidance consistent with the policy objectives of the Chief of Service;

(c) Monitor the range of strategic and operational procurement issues in peacekeeping;

(d) Support the preparation of and provide inputs to reports of the Secretary-General to the Security Council, the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and other legislative bodies on procurement-related matters;

(e) Coordinate and prepare position papers, briefing notes and talking points for meetings and conferences.

544. The Administrative Assistant (GS (OL)) will be required to deal with the volume of incoming and outgoing correspondence of the Office of the Chief of Service, to maintain an effective correspondence and document management system and control regime that can receive, record, file and track movement within the Office of all documents and correspondence; monitor personnel attendance; deal with official travel matters; and perform other general office services.

Field Transportation Procurement Section (1 P-5, 3 P-3, 2 P-2, 2 GS (OL))

545. A Transportation Procurement Section will be established in the Field Procurement Service with the transfer of 12 posts (2 P-4, 10 GS (OL)) from the Department of Management and the creation of eight posts (1 P-5, 3 P-3, 2 P-2 and 2 GS (OL)) and will be headed by a Section Chief at the P-5 level. The Transportation Procurement Section will comprise the following units: Vehicle, Air Charter, Cargo Movements and Passenger Movements.

546. The Chief of the Field Transportation Procurement Section (P-5) will be responsible for implementing a programme currently comprising transportation-related contracts valued at $714 million. The three Procurement Officers at the P-3 level and two Procurement Officers at the P-2 level will be assigned to the units of the Section to assist in the management of their assigned programmes. The Vehicle Unit will be responsible for the procurement of vehicles, spare parts, accessories

and ground transportation equipment for the field, valued at $87 million. The Air Charter Unit will manage contracts valued at $432 million. The Passenger Movements Unit will manage contracts valued at $74 million. The Cargo Movements Unit will manage contracts valued at $121 million. The two Administrative Assistants (GS (OL)) will be assigned to deal with the volume of purchase orders and to maintain an effective correspondence and document management system and control regime.

Field Supply Procurement Section (1 P-5, 4 (GS (OL))

547. A Field Supply Procurement Section will be established in the Field Procurement Service, with the transfer of four posts (2 P-4, 2 P-3) from the Department of Management and the creation of five new posts of Section Chief (P-5) and four Administrative Assistants (GS (OL)).

548. The Chief of the Field Supply Procurement Section (P-5) will be responsible for implementing a programme for the procurement and contract administration of food rations, petrol, oil and lubricants, accoutrements, medical products and supplies and other equipment and supplies. In the financial year 2005/06, this comprised contracts with a total value of $520 million for all peacekeeping missions. In addition, major contract negotiations are currently being finalized for food rations for seven peacekeeping missions and contract fuel products for UNMIS with a projected total of over $1 billion in 2007. Food rations and fuel products are the major items that require significant amounts of resources to establish and manage owing to the complexity of the contracts, pricing structure and delivery requirements, which pose logistics challenges to all parties involved. In addition to the products and services procured, the Section will be required to manage multifunctional logistics contracts, which are extremely complex and require intensive management. The four Administrative Assistants (GS (OL)) will be assigned to deal with the volume of purchase orders and to maintain an effective correspondence and document management system and control regime.

Field Engineering and Special Projects Procurement Section (4 P-3, 5 GS (OL))

549. A Field Engineering and Special Projects Procurement Section will be established in the Field Procurement Service, with the transfer of four posts (1 P-5, 2 P-4, 1 P-2) from the Department of Management and the creation of nine posts (4 P-3, 5 (GS (OL)), and will be headed by a Section Chief at the P-5 level.

550. The Field Engineering and Special Projects Procurement Section will be responsible for the purchase of goods and materials related to the engineering and construction requirements of peacekeeping missions. The four Procurement Officers (P-3) will be assigned to assist in the management of the Section's assigned programme. The Section manages contracts for the supply of generators, prefabricated buildings, kitchen and dining facilities, defence supplies, ablution models, water purification systems, engineering supplies and construction materials and supplies valued at over $225 million. Of the existing contracts, the Section will be conducting solicitation exercises to replace nine 3-year contracts expiring during the 2007/08 fiscal year related to prefabricated ablution modules and tentage, light duty flooring, water purification systems, solar power systems, firefighting equipment and air conditioners. The five Administrative Assistants (GS (OL)) will

be assigned to deal with the volume of purchase orders and to maintain an effective correspondence and document management system and control regime.

Field Communications and Information Technology Procurement Section (1 P-4)

551. A Field Communications and Information Technology Procurement Section will be established in the Field Procurement Service, with the transfer of 12 posts (1 P-5, 5 P-3, 1 P-2, 5 GS (OL)) from the Department of Management and the creation of one post (P-4), and will be headed by a Section Chief at the P-5 level.

552. The Section will be responsible for the procurement of IT and communications requirements, including telecommunications equipment, computer systems and specialized communications systems for peacekeeping missions, comprising contracts in the amount of $142 million. The Procurement Officer (P-4) will be assigned to assist in the management of the Section's assigned programme.

Management and Field Support Services Section (1 P-4, 3 GS (OL))

553. A Management and Field Support Services Section will be established in the Field Procurement Service with the transfer of 13 posts (1 P-5, 1 P-4, 5 P-3, 1 P-2, 5 GS (OL)) from the Department of Management and the creation of four posts and will be headed by a Section Chief at the P-5 level. The Management and Field Support Services Section will comprise a Field Coordination Unit and a Management Support Unit.

554. The Management and Field Support Services Section will provide direct support to field missions and provide an ongoing technical field procurement management development capacity. The Section will also be responsible for managing the project to establish a regional peacekeeping procurement presence, a key initiative in addressing procurement from developing countries and countries with economies in transition. The Field Coordination Unit will be the single point for technical procurement contact for field missions in the Field Procurement Service and will address their needs within the Field Procurement Service. A Procurement Officer (P-4) will be assigned to the Management Support Unit, which will be responsible for ongoing technical field procurement management development, including managing the project to establish a regional peacekeeping procurement presence. The three Administrative Assistants (GS (OL)) will be assigned to deal with the volume of incoming and outgoing correspondence of the Section, to maintain an effective correspondence and document management system and control regime that can receive, record, file and track movement within the Section of all documents and correspondence; monitor personnel attendance; deal with official travel matters; and perform other general office services.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$36 224.5	$11 761.0	48.1%

555. The provision of $36,224,500 will provide for salaries, common staff costs and staff assessment for the 215 support account posts proposed to be transferred from the Department of Peacekeeping Operations and for the 49 new support account posts requested above. The variance is due partly to the additional requirements for

staff to manage the increase in workload associated with the surge in peacekeeping activities and partly to the additional human resource requirements that are necessary in the context of the creation and reorganization of the Office of Integrated Support Services.

	Cost estimates	*Variance*	
General temporary assistance	$724.1	$213.2	41.7%

Logistics Support Division

556. The General Assembly mandated that the Working Group on Contingent-Owned Equipment, which normally meets triennially, would reconvene in February 2008 for 14 days to review the reimbursement rates paid to Member States for their contributions of personnel, equipment and self-sustainment services to peacekeeping operations. In 2008, the Working Group has an additional mandate to review the current contingent-owned equipment system in its entirety and make recommendations for change as appropriate to the General Assembly. During the 2007/08 financial period, the Department of Peacekeeping Operations will be submitting to Member States for initial consideration several significant and comprehensive proposals for change to the contingent-owned equipment system which are currently under development by the Secretariat. In addition, proposals for change submitted by Member States require research, costing and other substantive input by the Secretariat, which is additionally responsible for the circulation and coordination of proposals between Member States. Follow-on tasks after the meeting of the Working Group on Contingent-Owned Equipment will include the drafting and promulgation of amendments to the contingent-owned equipment manual. Current and requested staff resources (in 2007/08) within the Contingent-Owned Equipment and Property Management Support Section of the Specialist Support Service will be insufficient to allow for the successful finalization of Secretariat and Member States proposals or the follow-up activities required after the meeting of the Working Group on Contingent-Owned Equipment without seriously compromising the ongoing work of the Section. To facilitate the successful outcome of the activities of the Working Group on Contingent-Owned Equipment in 2008, nine months of general temporary assistance at the P-3 level, amounting to $122,600, is requested.

557. Contingent-owned equipment programme reimbursements to Member States currently amount to approximately $1.6 billion annually and are expected to increase markedly, as recently established, expanded or anticipated new missions reach their full military/police ceiling strengths. To ensure that contingent-owned equipment capabilities for field missions are generated and maintained in the most cost-effective and efficient manner, extensive training for staff in the implementation and management of the logistics aspects of the contingent-owned equipment programme is required both at Headquarters and in field missions. An intensive but ad hoc training programme has been developed and delivered in an attempt to alleviate the situation in the immediate term, but for the longer term, comprehensive contingent-owned equipment-related training programmes for Headquarters-based staff is required, for which current and requested staff will not be sufficient. An amount of $81,700 for general temporary assistance (P-3) for 6 person-months for this purpose is requested.

Information and Communications Technology Division

558. Two technologies essential to the Department's ability to deliver on the enterprise approach and to implement ECM, Customer Relationship Management and the enterprise information portal system are enterprise search and single sign-on. Enterprise search facilitates high-speed content searching across all systems of the Department of Peacekeeping Operations/Department of Field Support from one single application by crawling all content and building comprehensive indices. The single sign-on system is planned for implementation and will allow access to all the systems required by personnel of the Department of Peacekeeping Operations/Department of Field Support without requiring multiple logins. A single sign-on system supports access to multiple systems in a simplified and secure manner without exposing the Departments' information assets to risk. To undertake project management, systems analysis and integration-related activities in support of the implementation of enterprise search and single sign-on technologies, the Information and Communications Technology Division requests general temporary assistance resources at the P-3 level for 10 months ($136,100).

559. The Department of Peacekeeping Operations/Department of Field Support WAN optimization and acceleration initiative is essential to ensure that planned enterprise systems operate effectively in the field mission environment. The purpose of this initiative is to mitigate some of the problems that are inherent in satellite communication technology and are having a serious impact on performance and reliability of critical applications delivered to field missions. To address those problems, the Information and Communications Technology Division is planning to augment the existing WAN systems by introducing WAN accelerators. Such technology will enable the Information and Communications Technology Division to provide users in field missions with systems exhibiting improved performance and usability across a geographically distributed WAN network infrastructure. An amount of $81,700 is requested to recruit the Chief, Field Communications and Information Technology Operations Service at the P-3 level.

560. Following a review of operating practices and resource utilization in field missions, the Information and Communications Technology Division is planning to transition to a model that is based on two concepts, a light footprint and operational agility. The Division has formulated a strategic approach, based on the creative utilization of technologies, to reduce the magnitude of IT operational infrastructure within missions, thus reducing the footprint and allowing the infrastructure to be positioned anywhere within the mission and significantly reducing service delivery times and increasing agility and effectiveness. Several technology components, such as backup-to-disk, enhanced WAN data replication, data compression and the use of storage area networks for data backup and disaster recovery will be used together. The project will achieve virtualization in existing field missions, the UNLB data centre and for new field mission deployments through the use of a mobile and modular IT capacity. An amount of $81,700 is requested to recruit a Chief of Information Systems Service at the P-3 level.

561. Two General Service positions are required at 4 months each ($61,000) in order to review current inventory in accordance with established yearly verification as mandated; physically verify all assets of the Information and Communications Technology Division (valued at approximately $6,000,000) and expendables; conduct receipt and inspection and check-in and check-out of equipment issued on

temporary loan; prepare equipment for write-off and disposal; act on write-off recommendations; assign bar codes to new assets; and organize storage facilities that are widely dispersed.

562. In order to assist in the management of contractual services being provided to the Information and Communications Technology Division by second- and third-party vendors, track project activities, raise requisitions based on resource requirements, verify availability of resources and funds, monitor and review invoices for certification and assist with the preparation of submissions to the ICT governance body, approval of one General Service (Other level) position funded under general temporary assistance ($59,500) is requested.

563. Since 2005, the Department of Peacekeeping Operations has been responsible for the day-to-day operation of the United Nations satellite network that is used as a primary means to communicate with all the various field operations. The network includes the teleport facility at UNLB. The satellite network included three of the offices away from Headquarters (the United Nations Office at Nairobi, the Economic Commission for Africa (ECA) and the Economic and Social Commission for Western Asia (ESCWA)) that still depend on satellite links as their primary means of communicating with United Nations Headquarters.

564. It has been proposed that since the satellite Earth station at United Nations Headquarters is the only part of the United Nations global satellite network that is operated by the Information Technology Services Division of the Department of Management, it would be more efficient if the management of the station were to be taken over by the Department of Peacekeeping Operations so that it could be incorporated into the management structure as part of the teleport and the future global network management facility at site B. An informal discussion was conducted during which agreement was reached that the Information Technology Services Division would have this function transferred to the Department of Peacekeeping Operations, together with the relevant staffing component to maintain the facility. The Information and Communications Technology Division requests general temporary assistance resources for six months at the P-4 level ($99,800) to manage the transition from an operation managed by the Information Technology Services Division to one that is run by the Department of Peacekeeping Operations. The tasks of the proposed staff would be to oversee the transition and coordinate the integration of the monitoring and control system with the UNLB network control centre.

	Cost estimates	*Variance*	
Consultants	$728.0	$728.0	—

565. The consultancy requirements for the period are set as follows:

Expertise	*Person/month*	*Amount (United States dollars)*	*Output reference*
Review of fuel operations (Logistics Support Division)	16	184 000	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Business model review of United Nations rations (Logistics Support Division)	6	51 000	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Independent review of vehicle systems contract (Logistics Support Division)	18	100 000	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Fire protection specialist (Logistics Support Division)	6	51 000	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Standardization of engineering materials/products (Logistics Support Division)	9	76 500	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Development of Standardized Field Movement Control Manual (Logistics Support Division)	3	25 500	Development and promulgation to field missions of Field Movement Control Manual and of Field Container Management System
Review of industry specific best practices (Field Procurement Service)	24	240 000	Issuance of 500 contracts, including amendments and 2,000 Purchase Orders and 50 system contracts that are expected to expire in 2007 (including amendments to contracts) for peacekeeping operations Provision of technical advice to all missions on complex procurement cases
Total	**58**	**728 000**	

566. Fuel is the second largest annual expenditure in field missions, with overall estimated expenditures of approximately $327 million for 2006/07. Currently, fuel is supplied in support of 204 aircraft, 24,000 vehicles and 4,600 generators under 83 fuel contracts in 18 field missions. The General Assembly, in its resolution 60/266, requested a review of all aspects of fuel management, including the preparation of a comprehensive fuel management manual, implementation of an electronic fuel accounting system, development of standard operating procedures for fuel management and preparation of an annual fuel procurement plan. In addition, internal management reviews identified deficiencies in current policies and practices that may potentially affect the safe, efficient and effective management of fuel operations in peacekeeping missions that require change and/or remedial measures where necessary.

567. The Department requests $184,000 for consultants to identify risk areas in field fuel operations and equipment installed in the missions, and adapt best

practices in the industry to the requirements of peacekeeping. The consultants will also undertake a technical review of the current system contracts with emphasis on appropriateness and the required safety levels for storage of fuel and will write technical specifications for a wide variety of sophisticated fuel equipment for induction in the field. Further, a review of the current support concepts of the Department of Peacekeeping Operations for the provision of fuel and related services will be undertaken. The concept of regional integration of the provision of fuel and related services will form part of this review. Quality assurance, including quality control surveillance practices for the provision of fuel services, would also be reviewed for application to all facets of service provision. The Department will benefit from such review and the utilization of these consultants is a demonstration of the Department's proactive approach in reviewing and improving its systems and business models.

568. The provision of rations by the United Nations represents approximately $600 million (a 45 per cent increase over 3 years since 2003/04) out of $1.2 billion a year in 2006/07 of supplies and services managed by the Supply Section, Logistics Support Division. Rations and related services are generally provided by only two international contractors. Each contractor was selected, on a mission-specific basis, by a transparent and competitive procurement process. Nonetheless, to minimize the potential for abuse and the risk inherent in such a potentially quasi-monopoly structure, a third-party commercial consultant should thoroughly review the United Nations business models to explore alternative structures and to consider making improvements to those models for cost-effectiveness.

569. Several audits have indicated the need for more oversight in the management of rations with a view to reducing the misappropriation of United Nations-owned food and risk of other types of fraud (see, for example, the horizontal audit of rations contracts in peacekeeping missions, AP2004/600/09). Additionally, some of the audits indicated that, owing to the unique United Nations business model for rations and rations services, a quasi-monopoly exists among two or three companies. This was apparent in the recent solicitation exercise whereby bidding documents were sent to 130 companies, yet the entire award for seven missions was allocated between two companies. As a result, the United Nations has little leverage with such companies and is in a weaker position in negotiations with them. Furthermore, provisioning is now based on a new United Nations rations scale which is geared to provide both an equitable basis of provisioning for the contingents and savings to the Organization. A consultant should review the United Nations rations scale and make relevant recommendations for improvements thereto. An amount of $51,000 is requested for consultants to undertake those two reviews. The services of the consultant would be required for a period up to six months and may require visits to relevant missions to provide comprehensive understanding of the current United Nations business model for provisioning of rations. The consultant will be expected to:

(a) Review the United Nations business model for the provision of food to troops;

(b) Advise on alternative provisioning, procurement and marketing approaches;

(c) Comment on current United Nations solicitation documents;

(d) Assist the United Nations in developing documentation and requirements that incorporate the highest industry standards, satisfy the United Nations financial, accounting and regulatory requirements, and provide the best value for money to the Organization.

570. The exercise requires a third-party professional who has both the appropriate educational credentials and relevant professional experience. He or she must be current with commercial industry standards. Accordingly, a United Nations staff member would not be an appropriate choice for such a comprehensive, objective, outside review. Moreover, the shortage of qualified rations experts at Headquarters and in the field precludes the assignment of a United Nations staff member to the project. The consequences of not hiring a consultant would be a failure to comprehensively address the relevant audit recommendations and might result in maintaining a status quo which may be inadequate.

571. A number of major vehicle system contracts will be due for replacement in 2007/08. Considering the expected combined not to exceed amount of those contracts (estimated at $300 million), the Department of Peacekeeping Operations needs to evaluate the vehicles available in the market with projected needs so that the procurement in future years provides the best value for money. In addition, the Department of Peacekeeping Operations places importance on the completeness and fairness of the solicitation and evaluation processes for vehicles. An independent consultant's review would enhance the overall probity and fairness of the establishment of requirements, solicitation and evaluation processes and would assure Member States and suppliers that the process was fair, transparent and complete. While the staff of the Surface Transport Section play the major role in the requirement definition, the review and validation of an independent consultant has been central in previous major vehicle solicitations in order to assure Member States and vendors of the probity and fairness of the process. Considering the high not to exceed amounts involved and the long-term nature of vehicle contracts, it is prudent to take every measure to ensure that the vehicles selected meet operational requirements. The Department is requesting $100,000 for the services of two consultants with specialization in various types of vehicles to undertake the tasks mentioned above. The consultants will be required for 18 work months to participate in the process of requirement definition, solicitation and evaluation of vehicles.

572. The Engineering Section has a requirement for $51,000 to engage a fire protection specialist as consultant, who will provide/prepare the guidelines and scope of work, including detailed specifications for the invitation of tenders for services/and equipment required by the Department of Peacekeeping Operations field missions. The provision of fire detection and firefighting systems is a mandatory requirement in all the missions in order to ensure the safety and security of all United Nations personnel. There is no standard United Nations firefighting guidelines or manual in existence; hence, such services are planned and provided at the mission level on an ad hoc basis.

573. The consultant will be required to conduct a risk analysis in the field missions and provide the most effective and efficient guidelines/manuals and equipment required to deal with the issues, especially taking into account the temporary nature of peacekeeping missions. The consultant will then be requested to prepare the statement of work and standard specifications for fire protection equipment for inviting tenders/bids for establishing systems contracts for firefighting services and

equipment to be used by missions worldwide. At present, the Engineering Section does not have this expertise, nor is the capability for this priority work readily available from within the United Nations system. The consultancy is a one-time requirement for a period of six months.

574. The Engineering Section has a further requirement for $76,500 for a consultant to commence the standardization of all engineering material/products and service specifications by providing a strategic hierarchy/framework that is in accordance with international standards and follows best practices. Detailed specifications form the basis of all engineering construction tasks and services. The United Nations engineering family does not have a strategic hierarchy or framework of generic specifications for engineering tasks/material to be used in peacekeeping operations. At present, the engineering sections in the field missions develop the specifications which are not of a common desired standard, at the mission level in isolation from each other on an ad hoc basis. As such, a number of those specifications cannot be adopted by missions worldwide. The lack of uniformity also impedes the efficient use of resources and services, especially at mission start-up and when rapid changes to peacekeeping missions are required, as shown by recent experience. Appropriate specifications ensure that engineering works are completed in accordance with international norms and abide by best practice in order to ensure the safety of United Nations personnel. The need for a hierarchy of common and internationally accepted specifications at the strategic level, appropriate for peacekeeping operations, was also identified by all mission chief engineers during their workshop in May 2005.

575. Currently, the United Nations does not have a workable manual for movement control specialists in the Department of Peacekeeping Operations field missions. This type of doctrine and guide is instrumental in establishing standardized movement control procedures across missions and providing a point of reference for movement control specialists. To assist with the formulation of such a field manual, the Movement Control Unit is requesting $25,500 to engage a consultant to analyse the operating procedures in some major field missions and compare them to industry standard best practices with the goal of producing a manual that not only standardizes procedures across field missions but also harmonizes those activities with industry best practice (where applicable and practical) to ensure that the United Nations is not only current but also in line with the commercial industry. At present, this level of specialist industry best practice knowledge does not exist within the United Nations, and there is a requirement to hire a consultant with relevant industry expertise and experience for this one-time, non-recurring project.

576. The amount of $240,000 in consultancy fees is requested by the Field Procurement Service for the review of industry practices for a wide range of goods and services required by peacekeeping missions. It will align the Organization's current procurement approach to the best industry practices and develop an efficient and cost-effective procurement model for specific industries relevant to United Nations requirements. For example, it is necessary to review the aircraft charter industry to determine benchmark cost by type of aircraft and distance to allow the Organization to assess cost-efficiency of air charter operations. The Organization also requires external assistance with a view to developing a proper contractual instrument for chartering ships. The shipping industry has developed a specific charter party by type of goods transported, and the World Food Programme has established its own charter party for bulk commodity. Based on the peculiar nature

of the goods transported for peacekeeping operations, the Organization would require another type of charter party or contractual instrument to adequately safeguard its interests. It is also necessary to utilize external expertise to enhance the functionality of the United Nations global marketplace in line with ERP implementation, which would support vendor registration for the peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$1 637.4	$475.1	40.9%

577. The travel requirements for the Office of Integrated Support Services in 2007/08 are as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessment/ consultation (Office of the Assistant Secretary-General)	50 500	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Conferences/seminars (Office of the Assistant Secretary-General)	9 600	—
Mission planning/assessment /consultation (Logistics Support Division)	615 000	Provision of guidance in planning of logistics requirements for 16 peacekeeping missions, 15 special political missions and UNLB
Procurement planning (Logistics Support Division)	58 000	Preparation of statement of work, conduct of technical evaluation and organization of 9 bidder assessment visits for establishment of 34 system contracts (cartographic 1, medical 6, supply 12, engineering 15)
Technical support (Logistics Support Division)	224 900	Customization and installation in 3 peacekeeping operations of a commercial off-the-shelf electronic fuel management system; 5 aviation quality assurance and technical compliance review missions
Technical support (Information and Communications Technology Division)	140 000	Provision of information technology and communications support to all peacekeeping operations and UNLB
UNLB/Valencia (Information and Communications Technology Division)	67 200	Provision of information technology and communications support to all peacekeeping operations and UNLB
Conferences/seminars (Information and Communications Technology Division)	50 000	—
Training (Information and Communications Technology Division)	192 200	—

Type of travel	*Amount (United States dollars)*	*Output reference*
Procurement management review (Field Procurement Service)	100 000	Conduct of procurement management reviews in 8 peacekeeping missions (MONUC, UNMIS, UNMIL, UNOCI, MINUSTAH, UNMIK, UNIFIL and UNMIT) Provision of technical advice on complex procurement issues
Training (Field Procurement)	130 000	—
Total	**1 637 400**	

578. In the Office of the Assistant Secretary-General, an amount of $50,500 is requested for the Assistant Secretary-General to visit peacekeeping missions, and an additional $9,600 is requested for travel to participate in conferences and seminars.

579. In the Logistics Support Division, the amount of $615,000 is requested for travel to field missions to conduct assessments and reviews of the missions' logistical operations and to provide guidance on all areas of the logistical support provided by the Division.

580. The amount of $58,000 is requested by the Logistics Support Division to conduct missions to peacekeeping operations for procurement planning and processing, and a total of $224,900 is required to provide technical support to peacekeeping missions on all aspects of their logistic activities.

581. The Information and Communications Technology Division will require $140,000 for travel to provide technical IT support to peacekeeping missions and an additional $67,200 for travel to UNLB to give technical support to the information technology hub established there.

582. The Information and Communications Technology Division will also need $50,000 for travel to attend seminars and conferences on IT-related topics, and $192,200 is requested for travel by staff of the Division and hired consultants to ensure that training in the new human resources information technology talent management system is provided in field missions and to ensure that local support capacity is established.

583. The General Assembly, in its resolution 55/247, requested the Secretary-General to ensure that there is capacity in the field missions to correctly perform procurement functions and that effective and efficient mechanisms are in place at Headquarters for monitoring procurement in the field. With the increased level of staffing, the Field Procurement Service would be able to address the need to continuously improve procurement activities in the field more effectively through regular management reviews of procurement conducted by the missions, within the framework of the delegated authority and with follow-up visits to resolve issues identified and to monitor compliance with recommended courses of action. An amount of $100,000 is requested for planned visits to eight peacekeeping missions (MONUC, UNMIS, UNMIL, UNOCI, MINUSTAH, UNMIK, UNIFIL and UNMIT).

584. A provision of $130,000 will be required by the Field Procurement Service for consultants to travel to peacekeeping missions in order to train approximately 400 procurement staff at Headquarters and the peacekeeping missions.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$750.0	$750.0	—

585. Each year, $100,000 is required to facilitate the payment of freight charges related to shipments of goods procured for peacekeeping missions in order to eliminate the need to create the numerous low value financial obligation documents for freight charges in small batches. This arrangement has facilitated prompt payment of freight charges, in particular for small shipments.

586. An estimated amount of $650,000 for fees, supplies and equipment is required for the training of approximately 400 procurement staff at Headquarters and the peacekeeping missions by external training institutions.

(f) Human resource requirements, Department of Field Support

			Temporary posts							
	Regular budget		*Support account*				*Other*		*Total*	
Category	*2006/07*	*2007/08*	*2006/07*	*2007/08*	*Change*	*Rejustified*	*2006/07*	*2007/08*	*2006/07*	*2007/08*
Professional and above										
Under-Secretary-General	—	1	—	—	—	—	—	—	—	1
Assistant Secretary-General	1	2	—	—	—	—	—	—	1	2
D-2	1	1	1	4	3	—	—	—	2	5
D-1	1	1	5	10	5	—	—	—	6	11
P-5	3	4	17	33	16	—	—	—	20	37
P-4	3	2	69	104	34	—	—	—	72	106
P-3	5	4	99	137	39	—	—	—	104	141
P-2/P-1	6	7	6	12	6	—	—	—	12	19
Subtotal	**20**	**22**	**197**	**300**	**103**	**—**	**—**	**—**	**217**	**322**
General Service										
Principal level	—	—	14	19	5	—	—	—	14	19
Other level	12	25	133	191	58	—	—	—	145	216
Subtotal	**12**	**25**	**147**	**210**	**63**	**—**	**—**	**—**	**159**	**235**
Total	**32**	**47**	**344**	**510**	**166**	**—**	**—**	**—**	**376**	**557**

(g) Financial resource requirements, Department of Field Support[a]

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	42 729.8	46 116.2	65 795.5	19 679.3	42.7
II. Non-post resources					
General temporary assistance	160.6	3 679.0	3 375.7	(303.3)	(8.2)
Consultants	189.7	221.0	779.0	558.0	252.5
Official travel	639.0	2 108.8	2 697.8	589.0	27.9
Other supplies, services and equipment	89.2	—	750.0	750.0	—
Subtotal II	**1 078.5**	**6 008.8**	**7 602.5**	**1 593.7**	**26.5**
Total I and II	**43 808.3**	**52 125.0**	**73 398.0**	**21 273.0**	**40.8**

[a] Exclusive of funds centrally managed by the Executive Office of the Department of Peacekeeping Operations (office supplies, furniture, information technology and communications) and by the Department of Management (rental of premises).

(h) Total financial resource requirements, Department of Peacekeeping Operations and Department of Field Support[a]

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	76 775.2	85 191.0	125 913.5	40 722.2	47.8
II. Non-post resources					
General temporary assistance	764.8	4 916.8	5 102.3	185.5	3.8
Consultants	322.3	484.7	1 689.7	1 205.0	248.6
Official travel	2 889.7	7 658.9	8 367.8	708.9	9.3
Facilities and infrastructure	369.5	1 202.3	3 636.5	2 434.2	202.5
Communications	1 029.7	1 092.5	1 904.7	812.2	74.3
Information technology	4 127.0	9 720.0	16 589.5	6 869.5	70.7
Medical	—	2.1	3.7	1.6	76.2
Other supplies, services and equipment	572.4	1 367.4	1 839.0	471.6	34.5
Subtotal II	**10 075.4**	**26 444.7**	**39 133.2**	**12 688.5**	**48.0**
Total I and II	**86 850.6**	**111 635.7**	**165 046.4**	**53 410.7**	**47.8**

[a] Exclusive of funds centrally managed by the Department of Management.

C. Department of Management

1. Office of the Under-Secretary-General

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*	
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

- Provision of technical and substantive secretariat support to 75 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 20 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	All (100 per cent) requests by staff members for legal advice and representation from the Panel of Counsel Office are met within the time limit for the respective cases, between 30 and 90 days
	3.2	Reports by Joint Appeals Boards and Joint Disciplinary Committees are submitted within 30 days after panels complete deliberations
	3.3	All decisions on appeals and disciplinary matters are disposed of within 30 days of the receipt of reports from Joint Appeals Boards and Joint Disciplinary Committees
	3.4	All cases submitted for review of the Headquarters Committee on Contracts are reviewed and the minutes of meetings are submitted to the Controller within 10 business days
	3.5	Increase in the frequency of meetings of the Headquarters Property Survey Board to twice a month in order to review cases immediately after receipt from the Local Property Survey Boards

Outputs

- Provision of legal advice and representation to 250 staff members by the Panel of Counsel
- 84 submissions of statement of appeal to the Joint Appeals Board by the Panel of Counsel

- 34 submissions to the Joint Disciplinary Committee by the Panel of Counsel
- 18 submissions to the United Nations Administrative Tribunal by the Panel of Counsel
- 20 submissions to other recourse bodies by the Panel of Counsel
- Drafting of 40 Joint Appeals Board reports on appeals filed by current or former staff members at Headquarters and in peacekeeping missions
- Drafting of 24 Joint Appeals Board reports on requests for suspension of action
- Drafting of 15 Joint Disciplinary Committee reports on the referral by the Office of Human Resources Management of disciplinary matters or on requests for review of summary dismissals
- Decisions on behalf of the Secretary-General on recommendations made by Joint Appeals Boards, Joint Disciplinary Committees and other disciplinary matters in respect of mission staff
- Monitoring of the implementation of the Secretary-General's decisions on appeals and disciplinary cases
- Monitoring the implementation of United Nations Administrative Tribunal judgements in respect of mission staff
- Update of the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal
- 2 formal meetings of the Headquarters Committee on Contracts per week
- Review of 900 procurement cases (amounting to over $3 billion) for recommendations for award to the Controller
- Conduct 2 training workshops for counterparts in the Local Committees on Contracts and Local Property Survey Boards
- Maintain functional referral database of recommendations made by the Headquarters Committee on Contracts
- Enhancement and rolling-out of the e-Headquarters Committee on Contracts system to 2 peacekeeping missions
- Review 400 pending Headquarters Property Survey Board cases

External factors

There will not be a decrease in the number of volunteers serving as Counsel in the Panel of Counsel and as members of panels of the Joint Appeals Boards and the Joint Disciplinary Committees

The number of cases received for review by the Headquarters Committee on Contracts (which must take priority) and the Headquarters Property Survey Board remain relatively stable (Headquarters Committee on Contracts)

(b) Human resource requirements

Category	2006/07[a]	2007/08[b]	Change	Rejustified[c]
Professional and above				
D-1	1	1	—	—
P-5	—	—	—	—
P-4	2	1	(1)	—
P-3	1	1	—	—
P-2/P-1	—	—	—	—
Subtotal	**4**	**3**	**(1)**	**—**
General Service				
Other level	2	1	(1)	—
Subtotal	**2**	**1**	**(1)**	**—**
Total	**6**	**4**	**(2)**	**—**

[a] Including three posts (1 D-1, 1 P-4, 1 GS (OL)) approved for the Headquarters Committee on Contracts in resolution 61/246 on procurement reform.

[b] The change reflects the transfer of 1 P-4 and 1 GS (OL) post to the Executive Office of the Secretary-General.

[c] In accordance with resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	188.5	424.5	691.9	267.4	63.0
II. Non-post resources					
General temporary assistance	435.4	1 239.5	617.8	(621.7)	(50.2)
Consultants	243.0	—	1 000.0	1 000.0	—
Official travel	—	—	43.9	43.9	—
Information technology	—	—	16.9	16.9	—
Other supplies, services and equipment	246.0	—	28.0	28.0	—
Subtotal II	**924.4**	**1 239.5**	**1 706.6**	**467.1**	**37.7**
Total I and II	**1 112.9**	**1 664.0**	**2 398.5**	**734.5**	**44.1**

(d) Justification of posts: redeployment

Office of the Under-Secretary-General (1 P-4, 1 GS (OL))

587. With regard to the administration of justice in operative paragraph 17 of resolution 59/283, the General Assembly decided that measures should be taken to eliminate the appearance of conflict of interest and, to that end, requested the Secretary-General to proceed with the transfer of responsibility for formulating decisions on appeals from the Department of Management of the Secretariat to the Executive Office of the Secretary-General. The Secretary-General has implemented this decision, and the transfer of responsibility will consist of the redeployment of one P-4 and one General Service (Other level) post, financed under the support account, from the Executive Office of the Department of Management to the Office of the Secretary-General.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$791.4	$267.4	63.0%

588. An estimate of $791,400 is budgeted for salaries, common staff costs and staff assessment for four continuing posts. The variance reflects the conversion of three general temporary assistance positions to posts (1 D-1, 1 P-4, 1 GS (OL)) in the Headquarters Committee on Contracts pursuant to General Assembly resolution 61/246. This increase in resource requirements is partly offset by the transfer of two posts to the Executive Office of the Secretary-General.

	Cost estimates	*Variance*	
General temporary assistance	$617.8	($621.7)	(50.2%)

589. The requested amount of $617,800 will provide for general temporary assistance as set out below.

590. A provision of $254,900, the equivalent of 12 months of P-3 level support and 12 months of General Service (Other level) assistance, is requested in the Executive Office to cover maternity and sick leave and peak periods in the Department of Management.

591. A total of $362,900 is required for the continuation of the P-4 level assistance in the Panel of Counsel and the P-3 level assistance to the secretariat of the Joint Appeals Board/Joint Disciplinary Committee, which were initially approved in 2005/06. Both positions have been crucial to the ability of Office of the Panel of Counsel and secretariat of the Joint Appeals Board/Joint Disciplinary Committee to cope with the increasing number of cases, most of which originate from peacekeeping missions and the Department of Peacekeeping Operations. As evidenced by the outputs, the increase in the workloads is likely to continue in 2007/08; hence, the maintenance of this support under general temporary assistance is requested.

	Cost estimates	*Variance*	
Consultants	$1 000.0	$1 000.0	—

592. A provision of $1,000,000 is requested to cover the fees to be paid to consultants for their review of financial disclosure forms for senior staff in peacekeeping missions and in Headquarters. The required provision has been estimated on the basis of the total fee to be paid and the share (40 per cent) of the forms received in the current fiscal year from peacekeeping staff. Financial disclosure forms will be submitted to the Ethics Office by staff at the D-1 or L-6 level and above and by other staff members who work in procurement or the investment of United Nations funds or who have direct access to confidential procurement or investment information.

	Cost estimates	*Variance*	
Official travel	$43.9	$43.9	—

593. The amount of $43,900 provides for travel requirements as detailed in the table below:

Type of travel	*Amount (United States dollars)*	*Output reference*
Technical support (Headquarters Committee on Contracts)	23 000	Enhancement and roll-out of the e-HCC system to 2 additional peacekeeping missions
Mission planning/assessment/ consultation (Headquarters Committee on Contracts)	20 900	Conduct 2 training workshops for counterparts in the Local Committees on Contracts and Local Property Survey Boards
Total	**43 900**	

594. An amount of $23,000 is requested for two staff members from the Headquarters Committee on Contracts to travel to two peacekeeping missions for 10 days to roll out the e-Headquarters Committee on Contracts system and to enhance the system by interfacing with the Headquarters system. The computerized system, developed in-house, has brought efficiency gains to the Procurement Division, to the Department of Peacekeeping Operations and to the Insurance and Disbursement Service of the Office for Programme Planning, Budget and Accounts in presenting standardized, streamlined and uniform case submissions of proposed procurement awards to the Headquarters Committee on Contracts at Headquarters for review. The current system for case presentation passes electronically through the various layers of approval authority to the Chief of the Procurement Division, while at the same time maintaining an audit trail and preserving confidentiality. The system replaced the former paper-intensive, cumbersome procedure of submitting voluminous case presentations (hand-carried) from the Procurement Division to the secretariat of the Headquarters Committee on Contracts for review. The system has improved acquisition and processing time lines in the Procurement Division and has enabled

the Headquarters Committee on Contracts to expeditiously review the burgeoning number of case presentations, expenditures of which have more than doubled since the late 1990s, undertaken with the same staffing level as the early 1990s.

595. Procurement staff in peacekeeping missions can also benefit from the same efficiency gains achieved at Headquarters, and the rolling-out of the e-Headquarters Committee on Contracts system is therefore proposed, including appropriate training on the system for the procurement staff at peacekeeping missions and respective secretaries of local committees on contracts. As the business owner of the system, for proper control purposes it is necessary that staff of the Headquarters Committee on Contracts be directly involved with the rolling-out and related training, for which the Headquarters Committee on Contracts will develop training modules. Finalization of the choice of specific missions for the rolling-out of the system will be made in consultation with the Department of Peacekeeping Operations.

596. As a cost-effective measure, during the roll-out phase of the system, staff of the Headquarters Committee on Contracts will also conduct training sessions for the members of Local Committees on Contracts and the committee secretaries at those peacekeeping missions. As Local Committees on Contracts have a similar function as the Headquarters Committee on Contracts in terms of reviewing case presentations of proposed contract awards, the Headquarters Committee on Contracts has considered taking a proactive approach to enhance the knowledge base of the Local Committees on Contracts and their effectiveness in evaluating proposed contract awards, for which the Headquarters Committee on Contracts will also develop training modules. For 2007/08, $20,900 is requested to cover the travel costs of Headquarters staff in connection with the conduct of two training workshops for counterparts in the Local Committees on Contracts and Local Property Survey Boards.

	Cost estimates	*Variance*	
Information technology	$16.9	$16.9	—

597. An amount of $16,900 is required by the Office of the Under-Secretary-General for Management to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$28.0	$28.0	—

598. An amount of $28,000 is requested to cover the cost of the review by the Board of Auditors of the analysis of the support account for peacekeeping operations, as requested by the Advisory Committee on Administrative and Budgetary Questions (see A/60/807, paras. 8-9). Owing to the restructuring of the Department of Peacekeeping Operations, the analysis was not carried out in 2006/07, and the review by the Board of Auditors has consequently been postponed to the next fiscal period.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	*Accounts Division* 1.1 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements 1.2 Financial statements are available to the Board of Auditors within three months of the end of the financial period 1.3 Submission of reports on the status of contributions by the end of the following month *Peacekeeping Financing Division* 1.4 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports submitted 1.5 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 31 January 2008 for active missions; 28 February 2007 for closed missions, the support account and UNLB

Outputs

Accounts Division

- 3 consolidated and 41 individual mission financial statements with 18 schedules and notes to the financial statements
- Reports and advice to the Secretary-General, the General Assembly and Member States on peacekeeping contributions
- 22 assessment documents for peacekeeping operations
- 12 detailed monthly reports on the status of contributions
- 12 monthly informal summary of outstanding assessed contributions
- 24 bimonthly informal summaries of the status of contributions of the 15 major contributors and other Member States
- Calculation of 80 assessments and credits (inclusive of assessments for new Member States)

- Comprehensive reminder to Member States regarding unpaid assessments
- 2,500 receipts for contribution from Member States for peacekeeping operations
- 10 communications to Member States concerning assessments/credits
- Notifications of Member States liable to fall under Article 19 of the Charter of the United Nations in 2008 before the end of 2007

Peacekeeping Financing Division

- 26 reports on budget performance and budget estimates for 13 active missions
- 1 report on the updated financial position of 20 closed missions
- 1 budget performance report and 1 report on final disposition of assets (ONUB)
- 2 final budget performance reports for closed missions (UNMISET and UNAMSIL)
- 8 reports and notes on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, including the overview report, support account and UNLB

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	*Accounts Division* 3.1 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States 3.2 Processing of 90 per cent of the Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation 3.3 Processing of 90 per cent of payments of invoices to vendors and travel claims of staff within 30 working days of the receipt of supporting documentation 3.4 90 per cent of communications to Member States for contributions are issued within 30 days after adoption of resolutions and receipt of related instructions from the Peacekeeping Financing Division *Peacekeeping Financing Division* 3.5 Liabilities for troops and formed police Units do not exceed three months

Treasury

3.6 Investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for US Dollar investments and the euro overnight index average for euro investments (United Nations benchmarks)

3.7 100 per cent of payments processed within two business days (2005/06: 100 per cent, target 2008/09: 100 per cent)

Outputs

Accounts Division

- Provision of policy guidance and advice to peacekeeping missions on financial regulations and rules; accounting polices, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
- Analysis and recommendations on new accounting policies for the adoption of the International Public Sector Accounting Standards, including asset capitalization, depreciation and inventory valuation policies
- Accurate accounting for strategic deployment stock transactions and further development of related accounting guidelines
- Approval of 19,000 payments to Member States, staff and vendors
- Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to 14,000 international peacekeeping staff and dependants
- Settling of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Calculation of 80 assessments and credits (inclusive of assessments for new Member States)
- Comprehensive reminder to Member States regarding unpaid assessments
- 2,500 receipts for contribution from Member States for peacekeeping operations
- 10 communications to Member States concerning assessments/credits
- Notifications before the end of 2007 to Member States liable to fall under Article 19 of the Charter of the United Nations in 2008
- Industry standard controls supported implemented and maintained in investments, payments and back-office operations
- Issuance of 250 daily, 12 monthly and two semi-annual investment and cash management reports for peacekeeping missions

- Implementation of operations and payment business continuity following the completion of the disaster recovery plan for SWIFT and the Operations Processing Investment Control System (OPICS)

Peacekeeping Financing Division

- Presentation and defence of the Secretary-General's financing reports to legislative bodies and coordination of written submissions to questions raised
- Processing of monthly troop strength reports on the status of troops in 13 active peacekeeping missions
- Quarterly processing of troop payment letters to troop- and police-contributing countries
- Funding authorizations for missions and peacekeeping trust funds on an ongoing basis
- Mission staffing table authorizations
- Financial reports to donors for peacekeeping trust funds
- User specifications and reviewed business processes in preparation for implementation of the ERP software project
- Implementation of EBA in peacekeeping missions and at UNLB and Headquarters
- Training of 90 headquarters personnel and 90 mission personnel (including UNLB) on EBA
- Functional guidance and information technology support, including help desk, technical maintenance and functional guidance to Headquarters staff and peacekeeping missions on EBA
- Policy guidance to missions on the formulation of budget proposals and performance reports including on financial rules and regulations, policies and procedures, results-based budgeting, and recommendations of legislative bodies
- Organization and conduct of 14 video teleconferences on budget and performance issues with 13 peacekeeping missions and UNLB on pending budget assumptions and justification issues during the performance and budget report finalization phase
- Review and coordinate responses to follow-up questions from legislative bodies on 13 active peacekeeping missions, UNLB, support account and cross-cutting issues
- Policy guidance to peacekeeping staff in Headquarters and the field on the application of International Public Sector Accounting Standards
- Training of 200 personnel in seven peacekeeping missions on the Funds Monitoring Tool
- Upgrade of existing database on troops/formed police/contingent-owned equipment liabilities in connection with reimbursements to contributing Governments

Treasury

- Investment of the United States dollar and euro-denominated funds in accordance with approved United Nations guidelines
- Competitive bidding processes on investments conducted on a daily basis to reduce investment transaction costs from broker to broker
- Daily cash positions and cash requirements computed to fulfil multicurrency funding requirements

- 3,000 electronic fund transfers for $3 billion, 300 foreign exchange purchases (mostly for contingent-owned equipment, troop payments and remittance to peacekeeping missions) and 5,000 investment settlements for peacekeeping missions
- Automation of daily cash positions and cash requirements to fulfil multicurrency funding requirements by using OPICS and interfacing it with IMIS
- Execution of 50,000 payroll payments authorized by Payroll Section of the Accounts Division for $250 million to an average of 4,167 staff members funded under the peacekeeping missions
- Implementation of ICOS (IMIS-CMSCTS-OPICS-SWIFT) to standardize IT payment systems for the United Nations globally and thus reduce costs and improve controls from the risk-management viewpoint
- Implementation of interface between the JP Morgan Chase Insight and the Sun systems at peacekeeping missions
- Expand the usage of SWIFT File-Act secure and cost-effective payment mechanism to the execution of all bulk payments
- On-site advice provided to 5 peacekeeping missions on cash management and banking policies and procedures (UNIFIL, MINUSTAH, MONUC, UNMIL and UNOCI)

Financial Information Operations Service

- Adjustment of the EUREKA red flag system to enable incorporation of peacekeeping data
- Integration of Department of Peacekeeping Operations procurement data into the EUREKA red flag system
- Continuous verification of vendor personnel data for peacekeeping suppliers against the list compiled by the Committee established pursuant to Security Council resolution 1267 (1999)
- Documentation of EUREKA and NOVA financial systems in accordance with recommendations 4 and 11 of the management letter of the Board of Auditors review of information and communications technologies of the United Nations
- Development of interface between the Sun System used by peacekeeping missions and the JP Morgan Chase Insight payment system

External factors

Assessments are paid promptly (Accounts Division)

Adequate insurance policies for peacekeeping missions are continuously offered by the insurance industry (Accounts Division)

Decisions of the General Assembly affecting the calculation and notification of assessments may have an impact on the timely delivery of outputs (Contributions Service)

Assessments will be paid promptly (Peacekeeping Financing Division)

Interest rates and rates of return are dependent on external economic conditions (Treasury)

(b) Human resource requirements

Category	*2006/07*	*2007/08*	*Change*	*Rejustified*[a]
Professional and above				
D-2	1	1	—	—
D-1	1	1	—	—
P-5	4	4	—	—
P-4	19	24	5	—
P-3	15	17	2	—
P-2/P-1	1	1	—	—
Subtotal	**41**	**48**	**7**	**—**
General Service				
Principal level	3	3	—	—
Other level	31	43	12	—
Subtotal	**34**	**46**	**12**	**—**
Total	**75**	**94**	**19**	**—**

[a] In accordance with resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	8 612.2	10 222.8	12 428.2	2 205.4	21.6
II. Non-post resources					
General temporary assistance	513.7	1 237.9	1 982.8	744.4	60.1
Consultants	144.2	1 964.0	1 323.0	(641.0)	(32.6)
Official travel	109.9	443.9	383.0	(60.9)	(13.7)
Information technology	287.7	797.5	642.2	(155.3)	(19.5)
Other supplies, services and equipment	146.3	241.0	157.0	(84.0)	(34.9)
Subtotal II	**1 201.8**	**4 684.3**	**4 487.5**	**(196.8)**	**(4.2)**
Total I and II	**9 822.9**	**14 907.1**	**16 915.7**	**2 008.6**	**13.5**

(d) Justification of posts

(i) Transfer of existing posts

599. During the biennium 2006-2007, the Office of Programme Planning, Budget and Accounts undertook an external review to assess the extent to which its organizational structure, staffing, management framework and operations successfully fulfil the Office's objectives economically, efficiently and effectively;

deliver sound financial, management and administrative control systems; and are aligned with current established best practices of structure and operational methodologies, at appropriate resource levels. An external review was also undertaken of global treasury operations to review the processes, procedures, systems and resources supporting global treasury operations at the United Nations Secretariat and several offices away from Headquarters and to identify options to improve their treasury management capabilities. On the basis of the accepted findings from within those reviews, an internal restructuring of the Office was undertaken, and this realignment has been incorporated into the proposed support account budget for 2007/08 as set out below. As all changes are internal to the Office of Programme Planning, Budget and Accounts, no posts or resources have been transferred to other parts of the Organization.

Treasury

600. To improve the internal controls and to consolidate similar functions, the Treasury operations group, or "back-office", was moved to the Accounts Division. The functions performed by the group include settlement of the deals created by the investment officers, or "front-office", accounting for the trades and providing regular financial reporting. Audit reports and external reviews also raised concerns about inadequate segregation of duties between the front office and back office functions.

Contributions

601. The Contributions Management Service prepares the billing for all Member State assessments, peacekeeping assessments and other billings. The group also is responsible for financial reporting on the status of contributions. A great deal of the work overlaps with the Accounts Division, which also has an Accounts Receivable unit that is responsible for similar functions. Currently, the two divisions are using separate systems to track outstanding receivables, which are labour intensive to reconcile. To improve the operational deficiencies, it was decided to merge the entire Contributions Service with the Accounts Division. This merger includes all existing support account funded posts (1 P-4, 2 GS (OL)).

Programme Planning and Budgeting Division

602. As part of an overall strategy to consolidate the resources that act as a liaison between the functional users and the technical developers, all IT-related posts from the Programme Planning and Budgeting Division have been moved to a newly formed unit called the Financial Information Operations Service.

Peacekeeping Financing Division

603. In accordance with the proposed consolidation of resources that act as a liaison between the functional users and the technical developers, all IT-related posts from the Mission Support Unit in the Peacekeeping Financing Division will be redeployed to the Financial Operations Service.

Integrated Management Information System Support Unit

604. The entire IMIS Support Unit will be moved to the Financial Operations Service.

Accounts Division

605. The Accounts Division will merge the operations from Treasury under the Financial Reporting Unit. The functions and resources of the Contributions Service, including Member State liaison with respect to contributions, the support provided to the Committee on Contributions, statement issuance, payment and receipt processing and reporting are transferred to the Accounts Division to achieve operational synergy and improve the alignment of business processes with existing receivable functions. Contributions will form a stand-alone unit reporting directly to the Director of the Accounts Division. Similar to the Programme Planning and Budgeting and Peacekeeping Financing Divisions, the Accounts Division will also transfer IT support resources to the Financial Information Operations Service.

Financial Information Operations Service

606. The new division will be responsible for providing technical support to all of the divisions within the Office of Programme Planning, Budget and Accounts. The consolidation enables the improved operation of the functions through centralized management, cross-training of resources, establishment of back-up resources for critical systems, improved coordination of continuing education training, and the coherent development of an IT strategy for the Office of Programme Planning, Budget and Accounts to guide financial systems development, support and maintenance efforts.

(ii) New posts

607. A total of 19 new support account posts (2 P-4, 4 P-3, 12 GS (OL)) are proposed to be established in the Office of Programme Planning, Budget and Accounts, resulting in a proposed strength of 94 posts. In the justifications below, the proposed new posts will be presented according to the realigned structure.

Accounts Division (3 P-4, 2 P-3, 12 GS (OL))

608. Since 2001/02, only three posts were approved under the support account (1 Finance Officer (P-3) and 2 Accounting Assistants (GS (OL)) in 2005/06) in the Accounts Division, while the workload associated with the expansion of United Nations peacekeeping activities has increased dramatically. In order to cope with the increased workload, staff members in posts funded from other sources were utilized to bridge the gap in resources. However, this cannot be a lasting solution as it creates inadequacies in the areas from which the resources were deployed. In addition, the shortfall in resources has resulted in certain functions not being performed at all, or performed sub-optimally, which entails risks and negative long-term implications. This concern is supported by the recent external review of the Office of Programme Planning, Budget and Accounts, which concluded, inter alia, that business processes are largely inefficient owing to the lack of automation and/or integration of IT systems. As a result, the staff spends a considerable amount of time engaged in manual processing, rather than monitoring, analysis or quality control-related activities. The study also found that resources throughout the Office of Programme Planning, Budget and Accounts are stretched, and in some areas insufficient controls are being implemented (e.g., timely reconciliations) owing to resource shortages, and that future improvements in the automation of business processes and integration of business information systems (e.g., ERP

implementation) are expected to yield labour savings after systems and processes stabilize (in 5 to 7 years), but several groups require resources now to alleviate the current workload and prepare for the impending changes. Specifically, the study recommended 10 additional posts (5 Professional and 5 General Service) for the Accounts Division in order to focus efforts on improved financial oversight of remote financial operations, reconciliations, policy development, guidance and training, and other corrective actions.

609. Therefore, the Accounts Division is requesting eight new posts (3 P-4, 5 GS (OL)) to be funded from the 2007/08 peacekeeping support account. Six of the posts were also proposed in the budget for the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007 (see A/60/727, paras. 285-300); however, the General Assembly deferred its decision pending the external review of the Office of Programme Planning, Budget and Accounts. Therefore, two of the eight proposed posts are new requests.

610. The conversion to temporary posts of six positions (1 P-3, 5 GS (OL)) funded under general temporary assistance in the 2006/07 support account is also proposed. Four General Service (Other level) positions related to the processing of payments to Member States, which were approved under general temporary assistance in the past five fiscal years, were requested to be converted to temporary posts in 2006/07 (see A/60/727, para. 301). The General Assembly decided to maintain the general temporary assistance funding for those positions. Given the fact that the workload for the past two years has proven to be of an ongoing nature, the request for the conversion of these positions to temporary posts is resubmitted.

611. In his report on the financing of UNIFIL for the period from 1 July 2006 to 31 March 2007 (A/61/588), the Secretary-General requested resources for general temporary assistance resources for a General Service (Other level) post in the Accounts Division to support the expansion of UNIFIL. In its resolution 61/250, the General Assembly approved the additional resources under general temporary assistance. In his report on the financing of UNMIT for the period from 25 August 2006 to 31 March 2007 (A/61/519), the Secretary-General requested general temporary assistance resources for a P-3 level post in the Accounts Division to augment the support requirements for this new mission. However, the General Assembly, in its resolution 61/249, authorized that the requirements for that position be met from the approved resources for the support account for the fiscal period 2006/07. As the workload related to UNMIT and UNIFIL is ongoing, the conversion of the two positions to temporary posts is also requested.

612. Details on each of the 14 requested posts can be found below, where they are presented according to their proposed organizational unit. With regard to the 10 posts that were requested in the context of the support account for 2006/07, reference has been made to paragraphs 285 to 301 of A/60/727, and additional information on workloads and functional responsibilities has been provided to further augment the justification for the posts.

Peacekeeping Accounts Section (3 P-4, 1 P-3, 3 GS (OL))

Two Finance Officers (P-4, P-3) and a Finance Assistant (GS (OL))

613. This is a resubmission of the proposed establishment of a P-3 and a General Service (Other level) post (see A/60/727, paras. 285-290), and a request for the

conversion of the general temporary assistance position at the P-3 level, which was approved in the context of the financing of UNIFIL (resolution 61/250). The table below shows how the number of accounting transactions, which is the key workload indicator for the Peacekeeping Accounts Section, which deals exclusively with peacekeeping operations and is responsible for the production of annual peacekeeping financial statements covering both active and closed missions as its primary output, have doubled since 2001/02.

Peacekeeping Accounts Section workload indicators

	2001/02	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*[a]	*2007/08*[a]
Financial statements and schedules	54	56	60	61	62	62	62
Accounting transactions	266 602	273 553	297 934	351 253	425 204	498 200	556 300
Increase in transactions over prior year		3%	9%	18%	21%	17%	12%

[a] Estimated.

614. As can be seen, the number of transactions has already increased by 60 per cent, from 266,602 in 2001/02 to 425,204 in 2005/06, owing primarily to the impact of new missions (ONUB, MINUSTAH and UNOCI). The full impact of the establishment of UNMIS in March 2005, the establishment of UNMIT and the expansion of UNIFIL approved in July 2006 are the main reasons behind the expected increase of 17 per cent from 2005/06 to 2006/07. The expected growth of 12 per cent from 2006/07 to 2007/08 is a conservative estimate based on the anticipated deployment of a hybrid of an African Union/United Nations operation in Darfur, the increase in peacekeeping budgets, which is the main driver behind the workload indicator, and factoring in the closure of UNAMSIL and ONUB, but not the possible deployment of a new mission in Chad.

615. The Section currently has eight posts at the Professional level (1 P-5, 3 P-4, 3 P-3, 1 P-2) and four posts at the General Service level (1 GS (PL), 3 GS (OL)), which are funded from the support account. In order to ensure appropriate internal controls, proper oversight, follow-up and attainment of goals, each Professional should be responsible for only up to two medium-sized active missions, depending upon their complexity, together with two or three closed missions. This was the norm up to 2002/03. At present, after the closure of UNAMSIL and ONUB, there are 13 active missions plus UNLB and the support account, of which two (UNMIS and MONUC) are considered especially large and complex and thus warrant a dedicated Professional for the greater level of support, guidance and monitoring that are required from Headquarters. Thus, seven Professionals are required for the normal-sized missions, and two Professionals for UNMIS and MONUC, for a total of nine, in addition to the Section Chief (P-5), in order to provide adequate support to peacekeeping operations.

616. This would mean an increase of two Professional posts and one General Service (Other level) post to support their work. The new P-4 and General Service (Other level) posts are requested bearing in mind that the growth in size of peacekeeping operations and the resultant complexities call for more experience and for capabilities commensurate with the increased level of tasks and internal controls.

It should be noted that in the budget report for the support account for 2007/08 (A/60/727), one P-3 post and one General Service (Other level) post were requested.

617. In its resolution 61/249, the General Assembly authorized a Finance Officer post at the P-3 level, under general temporary assistance, to provide support to UNMIT, to be financed within the approved level of resources in the 2006/07 support account. The conversion of this general temporary assistance position to a temporary post is also requested.

Finance Officer (strategic deployment stocks) (P-4)

618. A P-3 level Finance Officer to account for strategic deployment stocks was requested in the context of the support account for 2006/07 (see A/60/727, paras. 291-292); however, a decision was deferred pending the external review of the Office of Programme Planning, Budget and Accounts. The responsibilities relating to the strategic deployment stocks in the Accounts Division have evolved considerably over the past few years from focusing on computations to determine income and expenditure amounts for strategic deployment stocks to becoming oriented more towards analysis and coordination. The change in functional responsibility and the current surge in peacekeeping operational requirements, together with the need to respond in a timely manner, has made the strategic deployment stocks a critical tool for which the accounting is a specialized function that requires a dedicated post. The establishment of a Finance Officer post at the P-4 level for the strategic deployment stocks is proposed. Given the growth in the size and complexity of United Nations peacekeeping operations, it is envisaged that a qualified and experienced staff member at the P-4 level would have the competencies required to be responsible for the increased level of tasks and internal controls foreseen for the post.

Finance Officer (policy guidance and training) (P-4)

619. This proposal is a resubmission of a request made in the support account budget for 2006/07 (see A/60/727, paras. 293-295). Although the post was not approved in the fiscal period 2007/08 pending the external review of the Office for Programme Planning, Budget and Accounts, the need for the performance of the functions described has not diminished. Moreover, recent years have seen increased focus on internal controls in all operations, including peacekeeping operations. It has been noted that many audit observations and recommendations overlap among peacekeeping missions during the same audit period. In addition, overlaps have been noted in successive audit periods for the same mission. It became increasingly clear that there is a need in the Peacekeeping Accounts Section for systematic monitoring to ensure implementation of audit recommendations and minimization of the repetition of audit recommendations on financial matters. This function could be undertaken in conjunction with implementation of standardized best practices and the policy guidance and training referred in paragraphs 293-295 of A/60/727.

Finance Assistants (2 GS (OL))

620. In the past five fiscal years, general temporary assistance funding for four General Service (Other level) staff posts has been provided to the Accounts Division to assist in handling the backlog relating to the processing of payments to Member States, staff, vendors and in other services provided to peacekeeping operations.

Two of the four staff members have been working in the Peacekeeping Accounts Section. With the continued surge in peacekeeping operations, it is now apparent that the work is of an ongoing nature and is no longer a response to a temporary situation; hence, the conversion of the posts from general temporary assistance to Finance Assistant posts at the General Service (Other level) is requested.

Payroll Section (2 GS (OL))

621. As described in paragraphs 296 to 298 in the 2006/07 support account budget (A/60/727) in which one Finance Assistant post was requested, the workload of the Payroll Section is intimately related to the number of staff, including staff in peacekeeping missions, that are to be payrolled monthly. With the recent start-up and expansion of new peacekeeping missions, the number of peacekeeping staff has been increasing rapidly, over and above the estimate provided in the budget for the support account for 2006/07. The following table provides an indication of the increase in the peacekeeping workload.

Payroll Section workload indicators

	2001/02	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*[a]	*2007/08*[a]
Total staff	9 593	9 719	9 722	10 784	11 653	12 780	13 520
Non-peacekeeping staff	6 007	6 347	6 156	6 130	6 742	6 860	6 970
Peacekeeping staff	3 586	3 372	3 566	4 654	4 911	5 920	6 550
Peacekeeping staff as percentage of total	37%	45%	37%	43%	42%	46%	48%

[a] Estimated.

622. In addition to the relative increase in the peacekeeping staff, it should be borne in mind that the process of payrolling peacekeeping personnel is far more complex than that for non-peacekeeping staff. That is because staff turnover is greater (peacekeeping staff separate or transfer from one mission to another more frequently) and because of the additional benefits peacekeeping staff are entitled to, such as mobility and hardship allowances. Without the approval of the two additional posts, the basic payroll may be produced, but delays could be expected in the processing of other entitlements, pension fund accounting, education grant payments and the recovery of advances. The quality and level of services will decline as will as the response time to queries.

Health and Life Insurance Section

Finance Assistant (GS (OL))

623. The Health and Life Insurance Section currently has two posts at the General Service (Other level) funded from the support account. The workload is directly related to the number of staff, similar to the Payroll Section. The number of peacekeeping staff in 2007/08 is projected to be 41 per cent higher than that in 2004/05, on which the current number of posts is based. In order to augment the corresponding increase in the volume of work in 2007/08 in providing health and life insurance benefits to all peacekeeping staff, including the processing of insurance applications for new staff, the provision of analytical data, communicating

with clients and following up on the status of claims, it is envisaged that the Health and Life Insurance Section will require a total of three General Service (Other level) posts, thereby necessitating the establishment of a new post for Finance Assistant (General Service (Other level)).

Risk Management Unit

Finance Assistant (GS (OL))

624. This proposal is a resubmission of a request made in paragraphs 299 to 301 of the support account budget for 2006/07 (A/60/727). The justifications provided for this additional post in the Risk Management Unit in the Insurance and Disbursement Service is still valid. The recent expansions in peacekeeping operations in UNMIT and UNIFIL and foreseen operations in Darfur and Chad, which will require additional requirements for air operations and ground transportation, further emphasize the need for the post. Specifically, the incumbent of the post is required to assist in the administration of vehicle liability, aviation, air travel and cash-in-transit policies (tracking exposure, policy reconciliations, reviewing claims and routine inquiries) and in billing of the Department of Peacekeeping Operations.

Travel and Vendor Claims Unit (3 GS (OL))

625. This request is the conversion from general temporary assistance of two Finance Assistant posts approved to assist in the processing of the backlog relating to the processing of payments to Member States, staff, vendors and in other services provided to peacekeeping operations. In addition, the conversion of the General Service (Other level) post funded under general temporary assistance resources provided in the context of the financing of UNIFIL (see resolution 61/250) is also requested. In view of the ongoing nature of the tasks, the conversion of the three general temporary assistance positions into temporary General Service (Other level) posts is requested.

Financial Reporting Unit (1 P-4 and 2 GS (OL))

Operations Officer (P-3)

626. According to international banking practice, two operations officers are required to maintain dual control and mitigate risk in the administration of the investment of $5 billion. Management of operations related systems, such as SWIFT and OPICS, requires uninterrupted attention, as the operations cannot afford a down time that exceeds two hours. Two Operations Officers are required to ensure the continuity of business, as each of them will be able to provide the necessary backstopping while the other Officer is away on leave or official travel. Currently, this function is supported by only one operations officer, and the establishment of an Operations Officer post at the P-3 level is therefore requested.

627. This position is needed to cope with the increasing amount of time-sensitive operations responsibilities. The malfunctioning of operations will result in diminishing the return on investments (or losses) and delays in funding the peacekeeping missions. Moreover, the Financial Reporting Unit is obligated to disseminate investment reports in a timely manner, on a monthly basis, and to liaise with banks/brokers on a daily basis. Because of time and risk constraints, all those responsibilities cannot be managed by only one Operations Officer. The incumbent

of the requested Operations Officer post would assist in the management of operations and act as second in command under the Operations Manager. The incumbent must possess a strong understanding of various fixed-income investment products, term deposits and investment pool management and performance analysis methods. He or she will (a) assist the Operations Manager in ensuring the seamless administration of three investment pools totalling $5 billion, including the settlement of securities globally, accurate recording of securities and cash transactions, reconciliation of assets and bank accounts, management of United States dollars and euro sweep accounts and supervision of Operations staff; (b) assist in coordinating the launch of new portfolios through liaising with custodians, investment officers and brokers to implement operations workflow and the daily management of investment pools; (c) interact with Chief Finance Officers at missions to meet their multicurrency funding requirements and provide timely reports and accurate investment reports; (d) perform in-depth quarterly portfolio performance analysis, including yield and duration analysis, using Bloomberg portfolio management tools and other resources; (e) implement investment guidelines and credit limits based on the Common Principles and Policies for Investments and ensure compliance of investments with the Common Principles and Policies for Investments.

Treasury Assistants (2 GS (OL))

628. Four staff members are required in the investments back office, that is three to comply with the segregation of duties in investment controls and one to act as backup and handle contingent-owned equipment and foreign exchange transactions in a timely manner. Industry standards for segregation of duties dictate that the back-office functions of "input", "verification and release" and "control of transactions" have to be performed by different staff members. The back office is currently supported by only three General Service staff, one of which is funded under general temporary assistance from the support account. In 2005/06, and again in 2007/08, the General Assembly approved general temporary assistance funding for a General Service position to augment the growth in peacekeeping operations. It has now become clear that the surge, which warranted the approval of those resources, is not of a temporary nature. It is therefore requested that the general temporary assistance position be converted to a post from 2007/08, and that an additional Treasury Assistant post (GS (OL)) be established (see A/60/727, para. 308 and A/59/301, paras. 305 and 306).

Treasury (1 P-4)

629. According to all the relevant parameters, the expansion in United Nations peacekeeping activities during the past five years has led to significant increases in the workload of the Treasury. The United Nations Common Principles and Policies for Investments guidelines place strict limits on the amount that can be invested with any particular financial institution based on the institution's credit rating. As a result, the growth in the size of funds being managed generates additional work for investment officers owing to the need for diversification, especially when geographic distribution is warranted. The growth in the peacekeeping funds invested has added significantly to the workload of the Treasury as it includes issues of scale, complexity and currency. Peacekeeping funds currently account for 43 per cent of the total investment pool compared with only 20 per cent in 2002. The increase has

resulted in peacekeeping operations accounting for a larger share of investment transactions.

Investment pool withdrawals and deposits

(United States dollars)

Year	*Headquarters pool total*	*Peacekeeping funds*	
		Amount	*Percentage*
2002	18.8 billion	6.1 billion	33
2003	19.9 billion	5.7 billion	28
2004	18.0 billion	7.5 billion	42
2005	17.9 billion	8.4 billion	47
2006	18.4 billion	8.2 billion	45
2007[a]	18.8 billion	11.0 billion	58

[a] Projected values based on January 2007 activity.

630. The growth in investment transactions has been even more dramatic. The number of transactions for peacekeeping funds has increased from 2,229 in 2002 to 3,290 in 2006, thereby raising the peacekeeping proportion of the total transactions executed from 37 per cent in 2002 to 55 per cent in 2006 (and a projected 61 per cent for 2007).

Number of investment transactions (excluding foreign exchange)

Year	*Headquarters pool total*	*Peacekeeping funds*	
		Amount	*Percentage*
2002	6 056	2 229	37
2003	6 236	2 416	39
2004	6 628	3 511	53
2005	7 077	4 422	63
2006	5 934	3 290	55
2007[a]	8 520	5 152	61

[a] Projected values based on January 2007 activity.

631. In dollar terms, investment transactions grew from $81.1 million in 2002 to $107.3 million in 2006.

Value of investment transactions (excluding foreign exchange)

(United States dollars)

Year	*Headquarters pool total*	*Peacekeeping funds*	
		Amount	*Percentage*
2002	393.5 million	81.1 million	20.6
2003	443.0 million	101.3 million	22.9
2004	336.4 million	133.7 million	39.8
2005	334.3 million	150.4 million	45.0
2006	248.1 million	107.3 million	43.3
2007[a]	285 million	140 million	49

[a] Projected values based on estimated 07/08 budgets for peacekeeping.

632. At the same time, the number of disbursements, foreign exchange transactions, vendor payments and transactions related to contingent-owned equipment, letters of assist and payroll has also increased significantly, which further magnifies the complexity of liquidity management, which is one of the primary goals of the investment policy of the United Nations.

633. In the same period, foreign exchange transactions for peacekeeping funds have grown from 46 per cent to 91 per cent of the total (33 per cent to 92 per cent, in dollar terms).

Number of foreign exchange transactions

Year	*Total*	*Peacekeeping funds*	
		Amount	*Percentage*
2002	501	230	46
2003	453	205	45
2004	511	256	50
2005	395	346	88
2006	382	348	91
2007[a]	500	460	92

[a] Projected values based on January 2007 activity.

Value of foreign exchange transactions

(United States dollars)

Year	*Total*	*Peacekeeping funds*	
		Amount	*Percentage*
2002	788.3 million	263.6 million	33
2003	630.0 million	299.0 million	47
2004	773.1 million	473.6 million	61
2005	773.7 million	714.0 million	92
2006	802.7 million	740.8 million	92
2007[a]	963.2 million	889.0 million	92

[a] Projected values based on January 2007 activity.

634. Owing to the growing number of payments being made in euros on behalf of peacekeeping missions, Treasury launched the euro investment pool in 2005 to better manage liquidity and reduce foreign exchange risks. This initiative further augments resource requirements in Treasury.

Investment Officer (P-4)

635. A minimum of three Investment Officers are needed at all times in Treasury to handle market research, portfolio management, trade executions (fixed income, foreign exchange and time deposits), manage the banking needs of peacekeeping missions and fund investment-related activities, such as cash management and bank fees. It is with the combined efforts of the three current Investment Officers that Treasury earned a return of $77 million for peacekeeping in 2006. However, the extrabudgetary resources funding for one of the three posts formally terminated as at 1 January 2007. Discontinuation of the post would jeopardize returns on investments, which rely heavily on timely research and execution of foreign exchange and fixed income trades. Treasury would also have to discontinue the euro investment pool, which would significantly increase exposure to foreign exchange risks for euro payments. In order to handle the increase in peacekeeping funds and transactions and the additional workload from the management of the euro pool, all of which are primarily related to peacekeeping, it is proposed that the required post of Investment Officer, currently funded from extrabudgetary resources, be funded from the support account for 2007/08. An Investment Officer post at the P-4 level was requested in Treasury in the 2006/07 support account budget (see A/60/727, paras. 302-305) to augment the workload increases that were then already apparent. However, the decision was deferred pending the conclusion of the overall management review of the Office of Programme Planning, Budget and Accounts. Since then, the peacekeeping-related workload, as illustrated above, has continued to grow, not least with the launch of the euro pool, as it involves having to research, monitor and invest in two different markets instead of one. Treasury is therefore resubmitting its request for the Investment Officer post at the P-4 level.

Financial Information Operations Service

Finance Business Analyst (P-4)

636. The IMIS Support Unit in the Office of Programme Planning, Budget and Accounts currently has eight posts, none of which are funded from the support account, though a growing part of the work of the Unit to improve financial reporting and controls contributes to the management of financial resources for peacekeeping operations. In the light of the actual and expected increases in the peacekeeping budgets and the need for stricter internal controls, including fraud prevention, as well as for improved financial reporting and a smooth transition to a new ERP system, the establishment of a new post of Finance Business Analyst at the P-4 level under the support account is requested. In particular, the new staff member will provide support to the current team in its activities related to the development, testing and incorporation of the procurement data of the Department of Peacekeeping Operations within the EUREKA procurement red flag system that has been developed by the IMIS Support Unit with the collaboration of consultants experienced in data-mining and fraud detection, and of procurement fraud experts experienced in fraud prevention policies, procedures and procurement fraud indicators for use by international organizations, such as the World Bank, and at the national level. This integration of peacekeeping data was requested by the OIOS Procurement Task Force in the context of its investigation of procurement activities in the Organization.

637. A final element of the entire project, to which the P-4 post would contribute, is the verification of vendor and personnel data against the list compiled by the Committee established pursuant to Security Council resolution 1267 (1999), for which the IMIS Support Unit is responsible, for the eventual use by the whole Organization. The work will include text mining analysis for names and companies.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$12 428.2	$2 205.4	21.6%

638. The estimate of $12,428,200 will provide for salaries, common staff costs and staff assessment for a total of 94 temporary posts, including 75 continuing posts, and the proposed net increase of 19 posts. The variance is due to the new posts proposed and to an increase in the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$1 982.3	$744.4	60.1%

639. The provision of $1,982,300 will provide for general temporary assistance as detailed below.

Accounts Division (1 P-4, 2 P-3)

640. In conjunction with the decision to adopt the International Public Sector Accounting Standards in the United Nations, general temporary assistance resources equivalent of one P-4 and one P-3 for the Accounts Division were approved under

the 2006/07 support account (see resolution 60/268). In the fiscal year 2007/08, the work related to implementation of the International Public Sector Accounting Standards will continue to have a substantial workload impact in the Accounts Division, and the extension of general temporary assistance funding in the amount of $362,900 for the P-4 and the P-3 position is therefore requested.

641. Owing to delays in the contributions project in IMIS, the Contributions Service has had to depend on a separate system of linked Excel spreadsheets in order to produce regular and ad hoc reports on the status of contributions. As time has passed, the volume and complexity of data has put considerable strain on the system, which has led to problems and recent delays in the submission of status reports. While those backlogs are being handled, the additional support of a P-3 post, funded under general temporary assistance ($81,700), is required in order to ensure the continuing stability of the existing system and to pursue a more stable and efficient system linked directly to IMIS and its eventual replacement.

Peacekeeping Financing Division (2 P-4, 5 P-3, 1 P-1)

642. Owing to the breadth, complexity and volatility of the operations in large missions and as a result of further decisions of the Security Council on their mandates and operations, the budget preparation cycles for the largest missions have resulted in their non-conformity to the normal reporting cycle. As evidenced in sessions of the General Assembly during the past three years, additional financing reports have had to be submitted for consideration in the main parts of the sessions as well as for the second resumed sessions.

643. With the closure of ONUB in December 2006 and the establishment of UNMIT, there will continue to be a total of 13 active peacekeeping missions in the 2007/08 period. The closure of ONUB and the continued downsizing of UNMIK are more than compensated by the full deployment of UNMIT and the recent expansions of UNIFIL and UNOCI. Within the coming months, the Security Council is expected to authorize a new mission in Chad/Central African Republic and the expansion of support to the African Union forces in the Sudan, and possibly a hybrid United Nations/African Union operation in Darfur.

644. An internal review of the Division's assignments has been undertaken, and it is currently projected that a total of 237 work months would be required to adequately support the 13 current missions and to provide additional capacity for the start-up and deployment of a multidimensional mission in Chad/Central African Republic. The workload encompasses the preparation of performance reports and budget estimates, financial backstopping, monitoring of budget implementation, the administration of related trust funds, provision of budgetary guidance to colleagues in the Department of Peacekeeping Operations and the missions, training in the funds monitoring tool and managing liabilities and reimbursements to troop-contributing countries. The Division currently has 168 work months available at the P-4 and P-3 levels, constituting a shortfall of 69 work months. In order to address and respond adequately to current demands for support to peacekeeping missions and Headquarters departments, 48 person-months, equivalent to four temporary positions equivalent to the P-3 level, amounting to $653,600, would be required. General temporary assistance is proposed in lieu of posts, in the light of the current volatility of peacekeeping operations, which poses a difficulty in determining the

Division's longer-term and more stable requirements. The 48 months of temporary assistance would be deployed as set out below.

645. A P-3 level post of Finance/Budget Officer for 12 person-months would be required to strengthen the Division's capacity to support the new mission in Chad/Central African Republic. The operation is expected to be complex and multidimensional, with a significant military component, and would be deployed over a large and logistically challenging mission area. Experience has shown that large and complex missions require financing for start-up capacity, followed shortly by budget proposals for the deployment and maintenance of the operation and establishing reporting requirements to enable timely reimbursements to troop-contributing countries. The Division does not currently have the capacity to support this new mission, taking into account the existing work assignments and additional workload resulting from Security Council decisions on other operations. The approval of this temporary post would ensure the timely preparation and submission of financing reports for the Chad/Central African Republic operation and would provide more sustainable coverage and support to the mission.

646. A temporary position for 12 person-months at the P-3 level would be required to support UNMIT. General temporary assistance funding for this function was requested by the Secretary-General in the context of his proposal on the financing of UNMIT for the period from 28 August 2006 to 31 March 2007 (see A/61/519). Its funding was authorized (to be financed from the 2006/07 support account) by the General Assembly in resolution 61/249, and the Secretariat has subsequently recruited a staff member for that function. As there will be a continuing need for the timely analysis and preparation of budget documents for UNMIT throughout 2007/08, the continuation of the general temporary assistance funding for the P-3 post is therefore requested.

647. The expansion of existing missions has generated a corresponding increase in the resources approved in the support account for all departments in Headquarters that backstop peacekeeping operations, mainly in the Department of Peacekeeping Operations, the Office of Internal Oversight Services, the Department of Management and the Office of Legal Affairs. With the events of mid-2006, peacekeeping budgets have continued to increase, with the corresponding requirement for additional backstopping resources at Headquarters. Further reports requested by the General Assembly in relation to management reform for consideration at its sixty-first and sixty-second sessions may have financial implications for the support account and a corresponding increase in workload. The nature of support required to manage the support account has become very substantive and demanding with the rise in the support account resource level from $30.5 million in 1996/97 to $189 million in 2006/07; the corresponding increase in the volume of the budget reports from 88 pages in 1996/97 to 197 pages in 2006/07; the growth in support account posts from 345 posts in 1996/97 to 817 posts in 2006/07 and the resulting increasing scrutiny required in review of post and non-post resources; the subsequent follow-up with concerned departments and offices at Headquarters seeking additional clarification; and the need for in-depth strategic analysis, interpretation of budget performance trends and effective guidance on results-based budgeting methodology to all Headquarters departments. The existing arrangement, with one Finance/Budget Officer (P-3) to manage the support account, has therefore proven to be inadequate and untenable. It is therefore proposed to establish one temporary post at the P-3 level, the incumbent of which

will: work with the existing Finance/Budget Officer (P-3) to ensure the timely preparation and submission of budget performance and budget estimates for the support account; monitor the incumbency of posts and budget implementation; provide guidance and training on results-based budgeting methodology; perform quarterly review of performance data collections of Headquarters departments; and respond in a timely and proactive manner to support client departments.

648. In recent audits of peacekeeping operations, the Board of Auditors has noted that the implementation of the funds monitoring tool in all peacekeeping missions enhances access to financial information, which in turn improves strategic management decisions, grants more flexibility to peacekeeping missions in the management of their budget and facilitates monitoring and evaluation of expenditures. The Board also noted that the funds monitoring tool contribution to effective financial control could be optimized if the mission's personnel in finance and budget possess the capability of operating the system and recommended that training be continuously provided to cost centre managers in peacekeeping missions. In the context of the support account budget for the period from 1 July 2006 to 30 June 2007, general temporary assistance equivalent to the P-3 level was approved to augment the Division's capacity for the delivery of training in the use of funds monitoring tool. A total of 212 staff in Headquarters, MINUSTAH, UNMIL, MINURSO, UNLB, UNMIK, UNDOF, UNFICYP and UNIFIL will have been trained by the end of the budget period. The training is being conducted through joint teams with representation from the Division, the Finance Management and Support Service and the Communications and Information Technology Service of the Department of Peacekeeping Operations. Owing to the constant turnover of staff in missions, the establishment of new missions and the training requirements for new and advanced users, training will have to be imparted on an ongoing basis with a projected total of 200 staff in UNMIT, UNMIS, UNOCI, UNOMIG, MONUC, UNMEE and Chad expected to receive training in the funds monitoring tool during the 2007/08 budget period. Therefore, taking into account the regular functions of continuous funds monitoring tool training, the continuation of the general temporary assistance funding for this P-3 post is requested.

649. With the General Assembly having approved the United Nations system-wide adoption of International Public Sector Accounting Standards by 2010, during the 2007/08 budget period, the Office of Programme Planning, Budget and Accounts will be required to undertake participatory work on the implementation of those standards. As implementation of the standards will have wide implications for budget formulation and presentation of peacekeeping budget reports, one temporary position of Budget and Finance Officer, International Public Sector Accounting Standards Budget Policy Expert (P-4) is proposed, the incumbent of which will be a member of the project implementation team in the Office of Programme Planning, Budget and Accounts. The Policy expert will develop and disseminate guidance and advice on a timely basis to the Department of Peacekeeping Operations and peacekeeping missions on policies for peacekeeping budgets required for the adoption of the International Public Sector Accounting Standards and related operational implications, including model budgets and related reports; participate in the development and implementation of communication plans to support adoption of the International Public Sector Accounting Standards; liaise with peacekeeping missions to resolve implementation issues; and develop and provide a training

framework on the implementation of the standards, particularly as regards budgeting.

650. With 13 active peacekeeping missions and the asset and inventory intensive UNLB, coordination with the various missions and offices in the Department of Peacekeeping Operations on development and implementation issues related to the International Public Sector Accounting Standards, especially in the light of tight inter-agency implementation benchmarks, will be an enormous and challenging task. The amount of $163,400 is proposed for the post of Budget and Finance Officer, International Public Sector Accounting Standards Budget Coordinator (P-3). The incumbent of the post, who will work with the Budget Policy Expert, will coordinate with peacekeeping missions and all offices in the Department of Peacekeeping Operations on development and implementation issues related to the International Public Sector Accounting Standards and also will assist in the training of mission staff. The total cost of the two positions will amount to $373,900.

651. The provision of $199,500 for one P-4 level post for 12 months under general temporary assistance would be required to continue the overall management of the EBA project to its completion. The project was initially planned to be completed by June 2007. However, owing to an extended procurement process, including unexpectedly protracted contract negotiations with the identified vendor, implementation will take place in phases until the expected completion of the project, by June 2008. The Project Manager is responsible for the day-to-day management of all phases of the project from its mobilization phase through the design, build, test and deployment phases to the post-implementation support and project closedown phase.

652. The amount of $131,100 is required for a temporary Project Associate position for 12 months at the P-1 level to support the development of EBA as agreed in the Standard Software Licence provision between the United Nations and the EBA vendor. The Project Associate will be responsible for day-to-day project support through all phases of the project from its mobilization phase through the design, build, test and deployment phases to the post-implementation support and project closedown phase.

Financial Information Operations Service (1 P-2, 1 GS (OL))

653. An amount of $131,100 is requested for a P-2 level post of Computer Information Systems Officer. In 2005, the Information Technology Services Division conducted a technical risk assessment of the Treasury's system vulnerabilities and needs. One of the main findings of the analysis was the need for an additional Computer Information Systems Officer to back up the only existing Database Manager, who is currently the only staff member in the United Nations who has detailed knowledge and experience with the OPICS and SWIFT systems. The same recommendation was also made by the Board of Auditors (see A/61/5 (vol. I), para. 263). On that basis, Treasury requested the establishment of a post for a Computer Information Systems Officer at the P-2 level in the 2006/07 support account budget (see A/60/727, paras. 306-307). The proposal was deferred pending the outcome of the overall management review of the Office of Programme Planning, Budget and Accounts. However, the situation remains critical, as the reliance on one technical person supporting and managing the systems poses a

serious risk to the availability of IT systems which process payments and investments.

654. Temporary assistance amounting to $59,500 is requested to enable the recruitment of a General Service (Other level) staff member for the IMIS Support Unit to provide assistance with IMIS data cleansing. A diagnostic system has been developed for data cleansing and for identifying the appropriate data fix. In order to pursue its development, testing and implementation, general temporary assistance is requested to help improve the quality of IMIS data related to peacekeeping financial transactions and the quality of reports so as to ensure an efficient and timely transition into the new enterprise resource planning system.

	Cost estimates	*Variance*	
Consultants	$1 323.0	($641.0)	(32.6%)

655. The consultants required by the Office for Programme Planning, Budget and Accounts for a total of $1,323,000 are described below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Configuration of EBA software (Peacekeeping Financing Division)	—	1 050 000	Implementation of EBA in peacekeeping missions, UNLB and Headquarters
EBA training (Peacekeeping Financing Division)	—	100 000	Training of 90 Headquarters personnel and 90 mission personnel (including UNLB) on EBA
Documentation of financial systems (Financial Information Operations Service)	4	28 000	Documentation of EUREKA and NOVA financial systems in accordance with recommendations 4 and 11 of the management letter of the Board of Auditors' review of information and communications technologies of the United Nations
Sun System/JP Morgan Chase Interface development (Financial Information Operations Service)	2.5	25 000	Development of interface between peacekeeping missions' Sun System and the JP Morgan Chase Insight payment system
EUREKA red flag system development (Financial Information Operations Service)	12	120 000	Adjustment of the EUREKA red flag system to enable incorporation of peacekeeping data Integration of Department of Peacekeeping Operations procurement data into the EUREKA red flag system
Total		**1 323 000**	

656. An amount of $1,050,000 is requested to support the design, build, test, deployment and post-implementation phases of EBA software. Owing to unexpected delays in the procurement process and contract negotiations with the identified

vendor, the entire project has been delayed, and is now expected to be concluded as of 30 June 2008. Consequently, it is expected that the majority of the funds approved for the project in the financial year 2006/07 will be left unspent, as resource requirements are rolled over to the financial year 2007/08.

657. For training-related consultancy services, an amount of $100,000 is requested for training of Headquarters staff in the use of EBA provided by the vendor. This request is also related to the phased implementation of the project as described above.

658. In the IMIS Support Unit of the Financial Information Operations Section, a total amount of $173,000 is requested for consultancy services as follows:

(a) An amount of $28,000 is requested for the peacekeeping share of the costs for a consultant to provide expertise in ensuring that the EUREKA and NOVA financial systems are documented according to international standards, pursuant to recommendations 4 and 11 of the management letter of the Board of Auditors' review of information and communications technologies of the United Nations;

(b) The amount of $25,000 is requested for a consultant to assist in the development of an interface between the Sun and the JP Morgan Chase Insight systems, with associated controls, validations, data cleansing and data integrity reports. The interface to be developed will connect the peacekeeping missions' Sun System to the JP Morgan Chase Insight payment system so as to avoid manual intervention. The IMIS Support Unit is working with the Financial Management Support Service in the Department of Peacekeeping Operations on the design for this system, linking it to the work that has been undertaken in Treasury. The consultant will complete and test the interface to make it possible for the Financial Management Support Service to roll out and support the interface going forward;

(c) An amount of $120,000 is requested for a consultant to assist in the further development of the EUREKA red flag system, as mentioned above in the context of the request for a P-4 post, in order to enable the integration of the procurement data of the Department of Peacekeeping Operations. EUREKA is a tool designed to identify procurement transactions that can present a risk to the Organization. The system evaluates all procurement transactions once a day, and highlights procurement transactions against potential red flag indicators. Such information is useful to managers in their role within the procurement cycle and in supporting the inquiries of the Procurement Task Force. At present, for its first phase, EUREKA has been developed with a focus on procurement operations at United Nations Headquarters. The second phase of development, with the assistance of consultancy services, will focus on peacekeeping operations, in addition to maintaining and further enhancing indicators related to procurement transactions at United Nations Headquarters.

659. The variance is due to the fact that a substantial amount was approved for EBA in 2006/07. Only some of those resources will be rolled over into 2007/08.

	Cost estimates	*Variance*	
Official travel	**$383.0**	**($60.9)**	**(13.7%)**

660. The amount of $383,000 provides for the travel requirements as detailed in the table below:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessment/ consultation (Accounts Division)	35 000	Provision of policy guidance and advice to peacekeeping missions on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Mission planning/assessment/ consultation (Peacekeeping Financing Division)	50 000	Policy guidance to missions on budget formulation and implementation in situ and from Headquarters
Annual budget conference (Peacekeeping Financing Division)	28 000	Policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
Mission planning/assessment/ consultation (Treasury)	48 000	On-site advice provided to 5 peacekeeping missions on cash management and banking policies and procedures (UNIFIL, MINUSTAH, MONUC, UNMIL and UNOCI)
Chief Finance Officer workshop (Accounts Division)	35 000	Provision of policy guidance and advice to peacekeeping missions on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Mission planning/assessment/ consultation (Accounts Division)	37 500	Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
EBA training (Peacekeeping Financing Division)	85 000	Training of 90 Headquarters personnel and 90 mission personnel (including UNLB) on EBA
Funds Monitoring Tool training (Peacekeeping Financing Division)	50 000	Training of 200 personnel in 7 peacekeeping missions on the Funds Monitoring Tool
Conference attendance (Treasury)	14 500	—
Total	**383 000**	

661. In the Accounts Division, $35,000 is requested for two Finance Officers to visit two peacekeeping missions to review field practices and to provide assistance with financial issues. The provision will also cover travel of the proposed Strategic Deployment Stocks Finance Officer to UNLB to provide technical support.

662. In the Peacekeeping Financing Division, the amount of $50,000 will provide for the travel of two staff members of the Division (a senior manager and a Budget/Finance Officer) per trip to five peacekeeping missions. The visits will cover briefings and consultations with senior substantive and administrative personnel to address mission-specific issues related to improved budget formulation and implementation.

663. A total of $28,000 ($7,000 per person) will provide for the travel of the Director and three staff from the Peacekeeping Financing Division to lead and facilitate the annual conference for field Finance and Budget Officers. It is planned that the conference will be held in a headquarters duty station outside of New York or in a field mission.

664. In order for Treasury staff to visit five peacekeeping missions (UNIFIL, MINUSTAH, MONUC, UNMIL and UNOCI) to assess cash management and banking policies and procedures, the amount of $48,000 is requested.

665. The amount of $35,000 requested for the Accounts Division will provide for the cost associated with Headquarters staff participation in the annual 5-day workshop for the Chief Finance Officers of peacekeeping missions. The venue of the workshop has yet to be determined.

666. The amount of $37,500 is requested by the Accounts Division for the proposed travel by a Policy Guidance and Training Officer and a senior peacekeeping accounts staff member to visit three peacekeeping missions.

667. An amount of $85,000 is required for the travel of a 5-person team from the Peacekeeping Financing Division and the Financial Management and Support Service for three 1-week training courses on the EBA system. This figure is part of the amount of $100,000 approved in the current financial period for training components of the project implementation, but owing to delays in the procurement process, project implementation was delayed and rescheduled to the last quarter of 2007. It is therefore proposed to reprogramme the resources to the next financial period.

668. The cost estimate of $50,000 relates to the Peacekeeping Financing Division's participation in the travel of teams of three or four persons to three peacekeeping missions for the training of cost centre managers and budget personnel on the funds monitoring tool. The duration of the training in each location will average 3-4 days for an average of 20-40 participants. The training undertaken in the 2006/07 period was successful and received positive feedback from the missions on its usefulness and relevance to day-to-day work. In view of the staff turnover in missions, continuous training is considered essential to further strengthen the skills and proficiency of mission personnel in the funds monitoring tool and in promoting its use for regular budget monitoring in lieu of existing Excel spreadsheets, which require manual data entry and manipulation.

669. For attendance at various conferences held by the World Bank, the International Monetary Fund and other organizations, an amount of $14,500 is required by Treasury.

	Cost estimates	*Variance*	
Information technology	$642.2	($155.3)	(19.5%)

670. In Treasury, $290,800 is requested for specialized information technology equipment, subscriptions and licences, including four Bloomberg licences ($90,000), for performance analysis purposes and for analysis of fixed income securities, 10 MISYS-licences ($104,000 total), a Fitch IBCA subscription ($48,000) and the annual securities custody fee ($35,000). Other miscellaneous equipment accounts for the remaining $13,800 of the requested amount.

671. In the Peacekeeping Financing Division, an amount of $84,000 is requested for licences and software requirements for the implementation of EBA.

672. The Peacekeeping Financing Division is responsible for calculating amounts to be reimbursed to countries contributing troops, formed police units and contingent-owned equipment to peacekeeping operations. The database which is used by the Division to support reimbursement of the above-mentioned costs to Member States is outdated. Its technology no longer meets management reporting requirements and its structure is no longer adequate to handle the present volume of data. To upgrade the existing technology, a total of $61,000 is requested for software requirements and network services.

673. An amount of $206,400 is required by the Office of Programme Planning, Budget and Accounts to cover the peacekeeping share of the central information technology infrastructure costs, which the Information Technology Services Division charges all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

674. The variance from the previous year's appropriation is due to lower requirements for the EBA project in the Peacekeeping Financing Division.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$157.0	($84.0)	(34.9%)

675. The provision of $157,000 will provide for fees ($25,000) related to training activities and conference attendance in the Peacekeeping Financing Division and in Treasury as well as for Treasury's payment of annual banking fees ($132,000). The variance of $84,000 from the 2006/07 apportionment is due to lower requirements for training-related costs in the Accounts Division and the Peacekeeping Financing Division.

3. Office of Human Resources Management

(a) Results-based framework

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	*Operational Services Division* 3.1 Implementation of the system of human resources action planning in field missions, subsequent continuous monitoring of performance and reporting of results 3.2 Positive feedback from the Department of Peacekeeping Operations and missions on services provided by the Office of Human Resources Management *Division for Organizational Development* 3.3 Conduct of a comprehensive salary survey for local staff in field missions on a cycle of 4 years (maximum) or as required

Medical Services Division

3.4 Responding to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day

3.5 Increase in the percentage of staff travelling on mission from Headquarters undergoing pre- and post-mission health assessment, including mental health care, from 36% in 2006/07 to 50% in 2007/08

Outputs

Operational Services Division

- Issuance of 90 vacancy announcements for support account posts at Headquarters
- Pre-screening of 16,000 qualified candidates for filling vacancies in the Department of Peacekeeping Operations at Headquarters, including posts for military officers and civilian police
- 33 recruitments and 25 extensions of civilian, military and police personnel for support account posts at Headquarters
- Certification of Chief Administrative Officers and Chief Civilian Personnel Officers for missions
- Review and approval of 250 requests for movement of mission staff to higher-level posts on the basis of the interim guidelines of February 2004
- Provision of guidance to peacekeeping missions on delegated human resources management authority through the Personnel Management and Support Services, including on-site visits to 5 missions, and development of information technology support tool for monitoring
- Implementation of human resources action plans in 10 peacekeeping missions
- Provision of guidance and support, in terms of the interpretation of staff rules and regulations, human resources policies, entitlements and benefits, recruitment and promotion, to the Department of Peacekeeping Operations on human resources management at Headquarters and the provision of administrative support to staff of the Department of Peacekeeping Operations at Headquarters
- Configuration and design of an e-staffing system for processing of recruitment for vacancies at Headquarters, including recruitment by the Department of Peacekeeping Operations of military officers and civilian police
- Configuration and design of a learning management system for the global management of, and access to, learning resources
- Configuration and design of a document management system to streamline processes for human resources document management and to meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of the Department of Peacekeeping Operations at Headquarters
- Configuration and design of a new reporting and data repository to provide human resources practitioners and programme managers throughout the Secretariat, including the Department of Peacekeeping Operations and the peacekeeping missions, with easy-to-use web-based tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner

Division for Organizational Development

- Management of requests for administrative review, appeals and disciplinary cases in respect of civilian mission personnel (70 formal cases)
- Provision of legal advice, recommendations and responses to cases of sexual exploitation and abuse as disciplinary cases at all steps of the process
- Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide
- Advice and sharing of lessons learned on administration of justice matters for all peacekeeping missions
- Provision of policy guidance and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including compliance with applicable rules and regulations
- Updated and adjusted policies and entitlements for all civilian personnel in all peacekeeping missions
- Review of mission subsistence allowance rates in five peacekeeping missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH)
- Conduct of comprehensive salary surveys in five missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH) and issuance of 20 salary scales for local staff in peacekeeping missions
- Conduct interim salary surveys for other peacekeeping missions and issuance of 60 salary scales for local staff in peacekeeping missions
- Review and development of generic job profiles for use in peacekeeping missions
- One focal point trained to provide mission readiness training in five peacekeeping missions (MINUSTAH, UNMIK, UNFICYP, MINURSO and UNIFIL) and each office away from Headquarters
- One train-the-trainers session for mission readiness at offices away from Headquarters (United Nations Office at Vienna, United Nations Office at Geneva, ESCAP, ECLAC, ECA, ESCWA and United Nations Office at Nairobi)
- Six training sessions to assist managers in supporting staff leaving for and returning from peacekeeping missions

Medical Services Division

- Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards and to ensure readiness to respond to such events
- Functional oversight over 14 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services
- Establishment, evaluation and monitoring and ongoing technical support to 33 United Nations ci[illegible] medical units
- Review for technical clearance of 300 curricula vitae of candidates for medical positions (graded at the P-5, P-4 and P-3 level and United Nations Volunteers) in peacekeeping missions

- Participation in two regional meetings of chief medical officers
- Four on-site assessments of mission medical facilities (UNMIT, MINUSTAH, UNOMIG and UNMIS)
- Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Johannesburg)
- Medical examination of 740 candidates for mission deployment or travel
- 2,500 pre-mission briefings and consultations on health-related issues
- 1,500 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)
- Immunizations for 2,100 staff of the Department of Peacekeeping Operations and missions
- Issuance of 2,500 medical kits for mission travel and deployment
- Medical treatment of and consultations with 5,000 Department of Peacekeeping Operations staff and visiting mission staff
- Review and analysis of 12,700 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel
- Certification of sick leave for 7,400 staff of missions and the Department of Peacekeeping Operations
- Provision of advice to the United Nations Joint Staff Pension Fund on 64 disability pension cases for staff of missions and the Department of Peacekeeping Operations
- Provision of advice to the Department of Peacekeeping Operations and missions on 1,000 medical evacuations/repatriations of civilian staff, military observers, civilian police and troops
- Advice on medical compensation for 500 civilian staff, military observers, civilian police and troops
- Incorporation of medical examination information on mission staff into EarthMed software (United Nations electronic patient record software)
- IT support on EarthMed to peacekeeping mission personnel

External factors

There is no escalation of hostilities in countries where mission staff are deployed (Division for Organizational Development)

National institutions will be supportive of efforts to improve local health environment and facilities at mission locations

There is no escalation of hostilities in countries where mission staff are deployed and no resurgence of epidemics or emergence of new health hazards

(b) Human resource requirements

Category	2006/07[a]	2007/08	Change	Rejustified[b]
Professional and above				
P-5	2	2	—	—
P-4	10	11	1	—
P-3	3	3	—	—
Subtotal	**15**	**16**	**1**	—
General service				
Other level	12	13	1	—
Subtotal	**12**	**13**	**1**	—
Total	**27**	**29**	**2**	—

[a] Including three temporary posts (P-4, P-3, GS (OL)) approved for human resources IT by the General Assembly in its resolution 61/244.

[b] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07)[a] (2)	Cost estimates (2007/08) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	3 023.6	3 482.1	4 141.5	659.4	18.9
II. Non-post resources					
General temporary assistance	260.3	504.8	806.6	301.8	59.8
Consultants	338.5	71.0	625.0	554.0	780.3
Official travel	246.3	247.8	408.9	161.1	65.0
Information technology	2.2	573.6	754.9	181.3	31.6
Medical	97.0	100.0	306.0	206.0	206.0
Other supplies, services and equipment	22.0	14.0	—	(14.0)	(100.0)
Subtotal II	**966.5**	**1 511.2**	**2 901.4**	**1 309.2**	**92.0**
Total I and II	**3 989.8**	**4 993.3**	**7 042.9**	**2 049.6**	**41.0**

[a] Including additional resources, $698,000, approved for human resources IT in General Assembly resolution 61/244 and $72,500 approved for the UNIFIL surge capacity in resolution 61/250.

(d) Justification of new posts

Medical Services Division (1 P-4, 1 GS (OL))

676. The workload related to peacekeeping operations in the Medical Services Division has increased significantly over the past four fiscal periods. In addition,

with the establishment of UNMIT and the expansion of UNIFIL, the workload is expected to increase further in 2007/08. The table below illustrates this growing trend.

Actual and projected workload statistics for the Medical Services Division

Activity	*2003/04 actual*	*2004/05 actual*	*2005/06 actual*	*2006/07 budget*	*2007/08 projected*[a]
Medical examinations	585	475	743	600	740
Review and evaluation of incoming examinations	6 115	8 752	7 664	8 000	12 700
Certification of sick leave	5 999	5 216	5 924	6 000	7 400
Advise on medical compensation claims	140	354	462	400	500
Advise on medical evacuations	456	819	1 034	800	1 000
Number of medical officers in the Medical Services Division	3	3	3	3	4

[a] Projected on the basis of the expected increase in peacekeeping personnel following the expansion of UNIFIL and the establishment of UNMIT.

677. The Medical Services Division provides a range of health services to staff of the Department of Peacekeeping Operations based in New York and to all categories of field mission personnel. These personnel include 13,328 civilian staff members (4,582 international and 8,746 locally recruited staff), 6,963 civilian police monitors, 2,527 military observers and 60,000 troops. For these personnel, the Division provides a range of medico-administrative services including: (a) review of incoming medical examinations to determine fitness for deployment and reassignment; (b) assistance and advise in medical evacuations and repatriations, and clearance to return to mission, where appropriate; (c) certification of sick leave beyond what has already been delegated to administration; (d) advice to the Advisory Board on Compensation Claims on compensation claims and certification of medical bills; and (e) recommendation for disability benefit from the United Nations Joint Staff Pension Fund. With the expansion of UNIFIL and the establishment of UNMIT, there will be an addition of approximately 2,500 civilian staff, 2,200 civilian police monitors and 15,000 troops, which will increase the workload in all the above-mentioned responsibilities.

678. While the workload has increased substantially and is expected to increase further, the number of Medical Officers approved under the support account has remained at four posts (1 P-5, 2 P-4 and 1 P-3). In resolution 61/250 the General Assembly approved additional resources under general temporary assistance for Headquarters to augment the surge in workload associated with the expansion of UNIFIL. The general temporary assistance resources enabled the Medical Services Division to recruit a new Medical Officer at the P-4 level and a General Service (Other level) Administrative Assistant. In order to sustain the ability to handle the projected increase in the volume of work following the expansion of UNIFIL and the establishment of UNMIT and at the same time continue to provide efficient and timely service in support of the existing peacekeeping operations, the conversion of the P-4 Medical Officer to a temporary post is requested.

679. The proposed P-4 Medical Officer's functional responsibilities would include: (a) review of incoming medical examinations for 4,700 civilian personnel to determine fitness for deployment; and (b) assistance in the additional workload to be generated in the other medico-administrative areas once the civilian personnel and troops are deployed.

680. In addition, a Clerk at the General Service (Other level) level would be required to create and prepare the medical files of the projected additional 4,700 civilian personnel for the physician's review, to advise the requesting office on medical clearance and once all actions have been completed to ensure that the medical files are properly filed as well as to prepare periodically the inactive files for archiving. In addition he or she would also be responsible for maintaining and updating databases on incoming medical examinations, medical evacuations/repatriations, notifications of casualties and death in service cases and for preparing statistics as may be required.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$4 141.5	$659.4	18.9%

681. The estimate of $4,141,500 would provide for salaries, common staff costs and staff assessment for a total of 29 temporary posts, including 27 continuing posts and a proposed net increase of 2 posts. The variance is due to the new posts proposed and to an increase in the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$806.6	$301.8	59.8%

682. An amount of $806,600 is requested for general temporary assistance with detailed justifications below.

683. In view of the continuing need for conducting special recruitment exercises throughout the year for military and civilian police personnel, including the expected need for increased support for UNIFIL, UNMIT and other peacekeeping missions, $127,500 is requested for the Staffing Service in the Operational Services Division for general temporary assistance equivalent of six months at the P-3 level and six months at the General Service (Other level) level.

684. The Operational Services Division provides administrative support for the recruitment of new and replacements of military and standing police capacity personnel in the Department of Peacekeeping Operations. Specifically, the Staffing Service conducts special campaigns for the recruitment of military and civilian police personnel about three times a year. During the 2005/06 fiscal year, the Staffing Service conducted recruitment campaigns for military and standing police capacity personnel in order to fill 33 posts circulated under 25 vacancy announcements. As can be seen from the table below, a significant increase in workload is expected in 2007/08 due to the additional support-requirements for UNIFIL and UNMIT.

Fiscal year	*No. of vacancy announcements*	*No. of posts*	*No. of applicants*	*No. of personal history profiles manually entered*
2004/05	17	38	1 153	113
2005/06	25	33	1 428	136
2006/07 (estimate)	49	56	3 276	312

685. The specific functions performed by the Staffing Service includes provision of support in creating and circulating vacancy announcements, receiving and screening applications, determining eligibility, manually entering personal history profiles of applicants in Galaxy, and coordinating with the Department of Peacekeeping Operations in the selection process. The processing of these vacancies is labour-intensive as vacancy announcements and other necessary documentation have to be sent to 192 Member States with notes verbales in hard copies (192 notes verbales for each campaign) and close liaison with Member States representatives is maintained throughout the recruitment process. Moreover, substantial effort is required for the manual entry of the applications in the database and the registration of personal history profiles in Galaxy as the applications are received in hard copies and not in electronic form. During the 2005/06 period, 1,428 applications were accepted, recorded and reviewed.

686. In the Planning, Monitoring and Reporting Section in the Operational Services Division, funding amounting to $159,300 for one P-4 and one General Service (Other level) staff is requested to reinforce the capacity of the Office of Human Resources Management in the monitoring of human resources management in peacekeeping operations that is required by the forthcoming realignment of functional duties and delegated authority between the Office and the Department of Peacekeeping Operations and to accommodate significantly expanding peacekeeping operations (in their number, volume and complexity). This reinforcement of resource would allow a more regular monitoring of field operations worldwide and of the relevant activities in the Department. It would also enable a consistent follow-up on the implementation of prior monitoring recommendations, which will allow the Department to maximize the effectiveness of the monitoring of human resources management in peacekeeping operations.

687. The functions of the additional Professional-level staff would include planning, organization and conducting of ongoing and in situ monitoring of peacekeeping operations, substantive participation for monitoring visits (data analysis), preparation of monitoring recommendations and follow-up on the implementation of the monitoring recommendations. The additional General Service staff would assist with the considerable administrative support activities in the realization of the above functions, including data gathering.

688. For the technical support and maintenance of the human resources IT/talent management system, an amount of $15,600 is requested for general temporary assistance. The funds would provide for the peacekeeping share of a staff hired under general temporary assistance, who would provide maintenance services for the system after its initial installation.

689. An amount of $199,500 for general temporary assistance resources is required in the Division for Organizational Development for the continuation of one P-4

Legal Officer in the Administrative Law Unit, which the General Assembly approved in its resolution 59/301 in order to address the increased volume of disciplinary cases and the increased demand for advice on administration of justice cases, particularly cases of sexual exploitation and abuse. General temporary assistance funding for this function was also approved in the 2006/07 support account, and the continued funding in 2007/08 would ensure that the Unit is able to maintain its capacity to provide the necessary support to the Department of Peacekeeping Operations and the peacekeeping missions in the handling of appeals and disciplinary cases, including sexual exploitation and abuse, the provision of advice, suggestions and guidance on measures for the prevention of misconduct and the early resolution of conflict in peacekeeping missions, as well as the provision of technical input for conduct training designed for civilian personnel in peacekeeping missions. Once the General Assembly has fully considered the comprehensive report of the Secretary-General on sexual exploitation and abuse requested in its resolution 59/296, the Division for Organizational Development will review its workload associated with this function in order to assess whether it should be regularized as a temporary post.

690. General temporary assistance resources amounting to $163,400 are also required for the continuation of one P-3 Legal Officer in the Policy Support Unit of the Division for Organizational Development, approved in resolution 59/301, and continued in the 2006/07 support account, in order to address the increased demand for advice on human resources policies, in particular with regard to cases of sexual exploitation and abuse, in support of the conduct and discipline teams in the Department of Peacekeeping Operations and the peacekeeping missions. The continued funding would ensure the capacity to provide advice on policy and handling of cases of misconduct, including on human resources policies and rules applicable to missions, preparation and/or revision of mission specific rules, assist in the formulation of policies and issuance of guidelines and address practical problems arising from policy decisions of the Department. The need for this function will also be reassessed in the light of the General Assembly's considerations and recommendations on the comprehensive report of the Secretary-General on sexual exploitation and abuse requested in its resolution 59/296.

691. General temporary assistance at the P-4 level for three months amounting to $49,800 is required to assist the Division for Organizational Development to develop and review generic job profiles for staff in peacekeeping missions and to provide guidance on organizational design in the context of the Department of Peacekeeping Operations' review of the organizational structure of peacekeeping missions. The work would require dedicated time by a human resource expert specialized in job classification and in particular in the preparation of generic job profiles, taking into account the specific requirements of peacekeeping missions, for which there is no dedicated in-house capacity. Development of generic job profiles is particularly required for Field Service-category posts in the areas of logistics, transportation, engineering, aviation/air operations and movement control.

692. In the Medical Services Division a provision of $91,500 for general temporary assistance is required to cover 12 months of administrative support in order to cope with the anticipated increase in the workload following the expansion of UNIFIL and the establishment of UNMIT relating to the processing of medical clearances and sick leave certifications and to ensure continuity in all medico-administrative services to the Department of Peacekeeping Operations and mission staff during

annual/sick leave periods of the regular staff. This proposal is a continuation of the general temporary assistance arrangement that was approved in the context of General Assembly resolution 61/250.

693. The variance of $301,800 is due to increased requirements for general temporary assistance in the Operational Services Division. The expected surge in workloads associated with the recruitment campaigns for military and police staff and the provision of general human resources policy guidance to the Department of Peacekeeping Operations are seen as being temporary in nature, and general temporary assistance funds have therefore been requested instead of the establishment of new temporary support account posts.

	Cost estimates	*Variance*	
Consultants	$625.0	$554.0	780.3%

694. The requirements for consultants are set out in the table below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Installation of an e-staffing tool, a learning management system and a document management system (Operational Services Division)	—	600 000	Configuration and design of an e-staffing system for the processing of recruitment for vacancies in Headquarters, including the Department of Peacekeeping Operations recruitment for military officers and civilian police; configuration and design of a learning management system for the global management of, and access to learning resources; and configuration and design of a document management system to streamline processes for human resources document management and meet the digitization and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status file of staff in the Department at Headquarters
Design of a data repository for human resources information management (Operational Services Division)	1	15 000	Configuration and design of a new reporting and data repository to provide human resources practitioners and programme managers throughout the Secretariat, including the Department of Peacekeeping Operations and the peacekeeping missions, with easy-to-use web-based tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Training (Division for Organizational Development)	—	10 000	One train-the-trainer session for mission readiness at offices away from Headquarters (United Nations Office at Vienna, United Nations Office at Geneva, ESCAP, ECLAC, ECA, ESCWA and United Nations Office at Nairobi)
Total	**1**	**625 000**	

695. In its resolution 61/244, the General Assembly approved resources for the improvement of human resources IT requested by the Secretary-General in his report entitled "Investing in people" (A/61/255, paras. 385-389).

696. One of the elements of the human resources IT initiatives is an e-staffing or talent management system, which will replace Galaxy and process recruitment for vacancies in the Secretariat, including the Department of Peacekeeping Operations and its field missions. It will also support recruitment for interns, volunteers, Junior Professional Officers and national competitive examination candidates. The system will be based on an off-the-shelf software package. The Operational Services Division of the Office of Human Resources Management in the Department of Management will be responsible for the purchase of the software and its initial configuration. As such, the Office of Human Resources Management will analyse, design, develop, implement, operate and support the United Nations global requirements for talent management, including peacekeeping missions. In addition to these requirements, the Information and Communications Technology Division in the Department of Field Support has its own specific service support requirements, which are described in more detail in paragraphs 512 to 530 above.

697. The cost of the project will be shared between the regular budget and the support account for peacekeeping in the transitional period from 2007 to 2009. An amount of $450,000 for consultancy services is requested under the support account by the Operational Services Division to cover the 2007/08 peacekeeping share of the consultancy costs required for the human resources IT/talent management system. The requested amount would provide for the costs of the installation, configuration and initial roll-out of the e-staffing tool, the learning management system and the document management system (see A/61/255, paras. 372-377). The human resources IT system will support the increase of delegation of authority to the Department of Peacekeeping Operations by ensuring that information is available for monitoring. In addition, it will increase transparency and allow for enhanced consistency in terms of application of the organizational human resources policies across the Department of Peacekeeping Operations.

698. For the development of a learning management system, which is another element of the human resources IT initiative, consultancy services in the amount of $100,000 are requested. The system would allow the Organization to manage learning resources globally and provide access to them. It would offer web-based training and performance support tool to develop staff knowledge and skills, provide online coaching and assistance in creating career development plans and maintain a

library of supplemental learning resources. Vendor services would be grouped into software and contractual services.

699. Two more elements under the human resources IT initiative would require resources in 2007/08. An amount of $50,000 is requested for a consultant to assist in the development of a new document management system that would streamline processes for human resources document management and meet digitization and classification needs for day-to-day operational requirements. The sum of $15,000 is required for an individual contractor (at the P-4 level) to conclude the design of the data repository for the human resources information management as described in paragraph 379 of document A/61/255.

700. In the Division for Organizational Development, $10,000 is requested for a consultant to deliver a five-day train-the-trainer workshop for staff outreach support providers in offices away from Headquarters, introducing them to the mission readiness/reintegration programme and enabling them to provide workshops for staff members to prepare themselves for mission assignment as well as for staff members returning from mission to ensure their smooth reintegration in the workplace and the family.

701. The increase in the requirements for consultants is primarily related to the strategy to improve human resources information technology as approved by the General Assembly in its resolution 61/244.

	Cost estimates	*Variance*	
Official travel	$408.9	$161.1	65.0%

702. The table below has the details of the total travel requirements of $408,900 for the financial period:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessment/consultations (Operational Services Division)	143 400	Provision of guidance to peacekeeping missions on delegated human resources management authority through the Personnel Management and Support Services of the Department of Peacekeeping Operations, including on-site visits to 5 missions, and development of IT support tool for monitoring
Review of the mission subsistence allowance (Division for Organizational Development)	46 400	Review of mission subsistence allowance rates in 5 peacekeeping missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH)

Type of travel	*Amount (United States dollars)*	*Output reference*
Comprehensive salary surveys (Division for Organizational Development)	64 100	Conduct of comprehensive salary surveys in 5 missions (UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH) and issuance of 20 salary scales for local staff in peacekeeping missions
Training of mission focal points by the Staff Counsellor's Office (Division for Organizational Development)	22 300	Staff Counsellor's Office to identify and train one focal point in 5 peacekeeping missions (MINUSTAH, UNMIK, UNFICYP, MINURSO and UNIFIL)
Train-the-trainer session on mission readiness for staff in offices away from Headquarters (Division for Organizational Development)	71 700	One train-the-trainer session for mission readiness at offices away from Headquarters (United Nations Office at Vienna, United Nations Office at Geneva, ESCAP, ECLAC, ECA, ESCWA and United Nations Office at Nairobi)
Mission planning/assessment/consultations (Medical Services Division)	61 000	4 on-site assessment of mission medical facilities (UNMIT, MINUSTAH, UNOMIG and UNMIS); evaluation of a regional medical evacuation centre linked to peacekeeping missions (Johannesburg)
Total	**408 900**	

703. In the Operational Services Division $143,400 is requested for travel to undertake four on-site monitoring missions to field operations managed by the Department of Peacekeeping Operations (UNOCI, UNMIS/Darfur, UNLB and UNOMIG) by three to four staff members. These monitoring missions would be undertaken jointly with the Personnel Management and Support Service of the Department of Peacekeeping Operations, and carried out in accordance with General Assembly resolution 57/305, in which the Assembly endorsed the approach outlined by the Secretary-General to develop a more robust monitoring capacity in the Office of Human Resources Management.

704. The Division for Organizational Development requests $46,400 for the travel of seven staff members for one week to conduct on-site reviews of mission subsistence allowance rates. Reviews are scheduled for UNMIS, MINUSTAH, UNMEE, UNMIT and MONUC.

705. The sum of $64,100 is requested by the Division for Organizational Development for the travel of two staff members to five peacekeeping missions

(UNDOF, UNMEE, UNMIS, UNMIK and MINUSTAH) for two weeks to conduct a comprehensive salary survey.

706. The sum of $22,300 is requested by the Staff Counsellor's Office (Division for Organizational Development) for one person to travel to five peacekeeping missions (MINUSTAH, UNMIK, UNFICYP, MINURSO and UNIFIL) to sensitize staff and managers regarding the mission readiness programme and solicit a linkage of the services offered by the Staff Counsellor's Office for staff members who are on mission. The focal points of each mission would be fully oriented and trained on the mission readiness programme to assist new staff members in the mission area make a smooth transition to the working and living environment, as well as to support staff members who would be separating from the mission or returning to their parent duty station.

707. A provision of $71,700 is made for a consultant to travel to offices away from Headquarters to train the trainers on the mission readiness programme. The mission readiness programme was developed by a consultant with a background in clinical psychology who has had experience working as a Field Operations consultant, trainer, consultant programme evaluator and clinician administrator. The programme also contains psychosocial issues and requires such expertise to integrate the psychological issues with the social issues to come up with a mission readiness programme for staff. Thus, the consultant expertise in developing the mission readiness programme would provide the necessary foundation for the train-the-trainers programme to other staff members at Headquarters and offices away from Headquarters.

708. The $61,000 for mission travel proposed by the Medical Services Division is vital to ensure staff access to proper health care and facilitate medical evacuations/repatriations. Field visits are being planned to UNMIT, MINUSTAH, UNOMIG and UNMIS to assess current United Nations and local medical facilities and update mission-specific health policies and guidelines and ensure adherence to United Nations medical standards, guidelines and procedures; submit recommendations regarding possible strengthening of United Nations medical facilities and use of host nation medical facilities. Travel is also being planned to Johannesburg to assess its use as a regional medical evacuation centre. In addition to the systematic visits to field missions, participation in two regional meetings of chief medical officers is being planned to discuss health issues of common concern, including medical preparedness and response to possible pandemic flu.

	Cost estimates	*Variance*	
Information technology	$754.9	$181.3	31.6%

709. In the Operational Services Division a total amount of $620,000 is requested for the 2007/08 peacekeeping share of the purchase of special software for a new e-staffing tool ($427,500), a learning management system ($167,500) and a reporting and data repository ($25,000).

710. An amount of $134,900 is required by the Office of Human Resources Management to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Medical	$306.0	$206.0	206.0%

711. In the Medical Services Division a maintenance level amount of $100,000 is requested for the purchase of vaccines, medical kits and all other related supplies/materials for staff being deployed to field missions.

712. Resources in the amount of $180,000 are required to replace the chemistry analyser and haematology machine with upgraded models that are faster and more reliable and accurate and allow for the maintenance of computerized medical records.

713. An amount of $26,000 is also requested to cover the 2007/08 peacekeeping share of the total maintenance cost of laboratory equipment. The Department of Peacekeeping Operations staff account for about 30 per cent of total staff to whom laboratory services are being provided by the Medical Services Division.

4. Office of Central Support Services

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	*Archives and Records Management Section* 1.1 Maintenance of 2006/07 level of 100 per cent of liquidating missions for which archival material is available at Headquarters to the Organization, Member States and the general public

Outputs

Archives and Records Management Section

- Identification of archival records at UNOMIG and UNMIS for immediate or future transfer to Headquarters
- 200,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	*Procurement Division* 3.1 10 per cent increase in the number of vendors from developing countries and countries with economies in transition and 90 per cent of applications for registration completed within three months *Information Technology Services Division* 3.2 Maintenance of 99 per cent availability of information and communications technology infrastructure provided by the Information Technology Services Division to all peacekeeping missions

Archives and Records Management Section

3.3 45 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management in 2007/08 compared with 40 per cent in 2005/06 and 40 per cent in 2006/07 (target for 2008/09: 50 per cent)

Facilities Management Service

3.4 Positive feedback in surveys of the Department of Peacekeeping Operations, Headquarters and field missions regarding the provision of mail operation services (2006/07: 75 per cent, 2007/08: 80 per cent, target for 2008/09: 85 per cent)

Travel and Transportation Section

3.5 Positive feedback in surveys of users of travel and transportation services: 80 per cent of surveyed users rate services as good in 2007/08 compared to 75 per cent in 2005/06 (target for 2008/09: 85 per cent)

Outputs

Procurement Division

- Training of 400 mission and Headquarters staff in procurement and contracting in conjunction with the Department of Field Support
- Management and training for 90 per cent of incumbent chiefs of procurement offices and/or designated official in conjunction with the Department of Field Support
- Provision of policy advice and guidance on complex procurement issues to all peacekeeping clients
- Registration of vendors from developing countries and countries with economies in transition
- Internal control mechanisms strengthened and implemented through the development and issuance of publications on a staff orientation guide, a staff code of conduct, procurement ethics training, an update of the Procurement Manual, contract filing system and an independent award protest system

Information Technology Services Division

- Implementation of an electronic laissez-passer management system
- Support and maintenance of the Data Centre and computing framework of the Department of Peacekeeping Operations
- Support and maintenance of 32 Galaxy servers
- Assistance in the implementation and maintenance of the budgeting application of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts
- Support 46 satellite links and 500 related dedicated voice and fax channels for 24 hours a day/7 days a week connectivity to 14 locations
- Support for Intranet and IMIS connectivity to 14 mission offices in 14 different locations

- Support for IMIS, Citrix and other applications for all peacekeeping missions (235 remote access accounts (Citrix) enabling access to IMIS from 15 different missions)
- Installation of a document storage system for the Department of Peacekeeping Operations enabling secure communication and the sharing of information over the Internet
- Upgrade to a new generation of secure communications technology of hardware and software on the existing crypto fax and voice networks
- Provide secure user identifications for remote access to the Virtual Private Network (VPN) and for access to IMIS, Citrix, ODS and the Internet Protocol User Address System (IUAS) Administration

Archives and Records Management Section

- Implementation of records management programmes in compliance with United Nations recordkeeping requirements in UNOMIG and UNMIS
- Design and development of a web and CD-ROM based bilingual (French, English) e-learning programme targeted to mission priorities to reinforce United Nations rules and best practice peacekeeping

Facilities Management Service

- Screening and handling of incoming/outgoing mail, pouch and inter-office mail for the Department of Peacekeeping Operations
- Inspection of incoming valises and increased screening of packages sent to overseas offices

Travel and Transportation Section

- Negotiation or renegotiation of 30 airline agreements to benefit Department of Peacekeeping Operations travellers by reducing their travel cost
- Inspection of 6,500 travel authorizations
- Entitlement calculation of 5,500 lump-sum home-leave travel requests for mission staff
- Issuance of 9,000 United Nations travel documents and visas
- Arrangement of 3,600 shipment-related issues (arrangements, invoicing and insurance)
- Receipt and delivery of 9,500 materials, goods and parcels to the Department of Peacekeeping Operations offices at Headquarters
- Delivery of office supplies related to 550 requisitions to the Department of Peacekeeping Operations

External factors

Developments in the airline and shipping industries will continue to enable negotiations of favourable contracts (Travel and Transportation Section)

Contracted couriers process shipments on a timely basis (Facilities Management Service)

(b) Human resource requirements

Category	2006/07[a]	2007/08[b]	Change	Rejustified[c]
Professional and above				
D-1	1	—	(1)	—
P-5	3	1	(2)	—
P-4	16	8	(8)	—
P-3	15	4	(11)	—
P-2/P-1	5	2	(3)	—
Subtotal	**40**	**15**	**(25)**	—
General Service				
Principal level	6	2	(4)	—
Other level	18	12	(6)	—
Subtotal	**24**	**14**	**(10)**	—
Total	**64**	**29**	**(35)**	—

[a] Including 17 additional posts approved for the Procurement Division in General Assembly resolution 61/246.

[b] 5 posts (1 P-2, 4 GS (PL)) are proposed redeployed to the Information and Communications Technology Division in the Department of Field Support and 34 posts will be redeployed from the Procurement Division to the Field Procurement Service in the Department of Field Support.

[c] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07)[a] (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)−(2)	Percentage (5)=(4)÷(2)
I. Post resources	5 501.6	6 720.3	3 793.7	(2 926.6)	(43.5)
II. Non-post resources					
General temporary assistance	446.1	5 236.0	1 581.7	(3 654.3)	(69.8)
Consultants	195.0	1 514.0	381.1	(1 132.9)	(74.8)
Official travel	110.6	670.5	339.1	(331.4)	(49.4)
Information technology	515.2	1 013.7	650.6	(363.1)	(35.8)
Other supplies, services and equipment	117.7	865.0	634.0	(231.0)	(26.7)
Subtotal II	**1 384.5**	**9 299.2**	**3 586.5**	**(5 712.7)**	**(61.4)**
Total I and II	**6 886.1**	**16 019.5**	**7 380.2**	**(8 639.3)**	**(53.9)**

[a] Including additional resources in the amount of $1,756,500 approved for the Procurement Division in the context of General Assembly resolution 61/246 on procurement reform and $171,500 approved for the UNIFIL surge capacity in General Assembly resolution 61/250.

(d) Justification of new posts

(i) Transfer of existing posts

714. It is proposed to transfer certain information and communications technology responsibilities and activities relating to satellite communications and secure voice and data network operations from the Department of Management to the Department of Field Support. A total of 5 posts (1 P-2 and 4 GS (PL)) would be redeployed from the Information Technology Services Division of the Department of Management to the Information and Communications Technology Division in the Office of Integrated Support Services in the Department of Field Support.

715. In accordance with the proposal to delegate procurement authority from the Under-Secretary-General for Management to the new Under-Secretary-General for Field Support, a total of 35 support account posts (1 D-1, 3 P-5, 9 P-4, 12 P-3, 2 P-2 and 8 GS (OL)) would be transferred from Department of Management to Department of Field Support, Field Procurement Service.

(ii) New posts

Procurement Division (1 P-5, 1 P-4)

716. The proposed structure of procurement functions for the Organization requires an alignment of resources, authority and responsibility between the Department of Field Support and the Department of Management. The Procurement Division in the Department of Management would be responsible for implementation of procurement reform initiatives, including the promulgation of high-level procurement policy and procedures. While the procurement functions for peacekeeping operations would be transferred to the Department of Field Support, the Procurement Division would maintain the procurement functions for Headquarters, which includes procurement of consultancy and training services for the peacekeeping operations. In addition, the Procurement Division would provide the Department of Field Support with administrative support services such as vendor registration, bid openings and technical support for the procurement management system, which needs to be maintained pending implementation of the ERP system.

717. In this new organizational structure, the Procurement Division would require one D-1 under the regular budget for overall supervision of Headquarters procurement and support service activities. The requirements of one D-1 post will be reflected in addendum 2 to the present report (A/61/858/Add.2). Under the support account for peacekeeping operations, the Procurement Division requires six P-4, three P-3, one General Service (Principal level) and 6 General Service (Other level) posts that have been approved for the financial period ending on 30 June 2007 and the conversion of one P-5 and one P-4 under the general temporary assistance funds to established posts. The posts to be financed under the support account for peacekeeping operations would be deployed as shown below.

Procurement Reform Implementation Team

718. The Procurement Reform Implementation Team has initiated its work to implement various procurement reform initiatives focusing on strengthening internal control measures, optimization of acquisition and procurement management to strategic management of United Nations procurement. It will continue to develop high-level procurement policies and procedures to be implemented at the

peacekeeping missions as well as Headquarters. In addition, the Team is responsible for the development of training programmes for procurement staff, including those in peacekeeping missions. It has already developed training programmes for best value for money, which will be deployed to all the missions and will develop programmes for procurement ethics, post award briefing, contract award protest, etc. The Team will complete the conceptualization phase by the end of the current financial period having utilized the resources made available under the general temporary assistance funds and will be taken over by a new section to be named Policy, Compliancy and Training Section. In order to support further development and delivery of procurement reform programmes and training, the Procurement Division requires conversion of general temporary assistance funds for one P-5 and one P-4 to established posts. The Procurement Division also needs to deploy one P-4 and one General Service (Principal level) already approved under the support account for peacekeeping operations to this new Section.

Headquarters Procurement Section

719. The Headquarters Procurement Section of the Procurement Division is responsible for procurement to support the requirements for Headquarters operations, including consultancy and external training services. In the new structure, the Section would remain responsible for procurement of consultancy services such as management consultancy service, risk assessment survey and industry practice analysis, other supplies, materials and services for the Department of Field Support at Headquarters. The Section would also procure external training services for the Department of Field Support at Headquarters and the peacekeeping missions. In order to support the activities of the Department of Field Support and the peacekeeping missions, the Procurement Division requires two P-4 posts already approved under the support account for peacekeeping operations in this Section.

Support Services Section

720. The Support Services Section of the Procurement Division provides the entire Division with administrative support services in the areas of bid openings, registry operations, IT support for procurement management system and vendor registration and management. With a decision to avoid duplication of administrative duties and in view of the fact that approximately 80 per cent of procurement output relates to peacekeeping operations, the Procurement Division would provide administrative support to the Department of Field Support with resources under the support account for peacekeeping operations. In the area of general administration, which covers bid openings and registry operations, the Procurement Division requires one P-4, one P-3 and three General Service (Other level) posts to manage and process approximately 350 bid openings and 1,600 requisitions per year. The Section would also have to process and compile data of Department of Field Support procurement at Headquarters, which it is estimated would produce approximately 2,000 purchase orders, 50 systems contracts and 500 contracts and amendments per year, as well as procurement data from the peacekeeping missions. Data compiled would be used for statistical reporting, posting of contract award information on the website and sharing of procurement information through Intranet and other electronic means to avoid duplication of efforts whenever requirements can be met, either by the Department of Management or the Department of Field Support. In addition, the Procurement Division would have to maintain the current procurement management

system for procurement to be conducted by the Department of Field Support at Headquarters since IMIS at Headquarters does not have an interface with the Mercury procurement management system being used in the field. The Procurement Division would also have to work closely with the Department of Field Support for development of functional requirements for the ERP system to ensure that all the functional requirements for future supply chains and financial management for peacekeeping operations are properly incorporated into the ERP system to be developed and implemented. The Procurement Division would need to maintain one P-4, one P-3 and two General Service (Other level) posts already approved under the support account for peacekeeping operations in the area of system support and ERP implementation. Lastly, the Procurement Division would remain responsible for vendor registration and management. It is of the utmost importance to identify qualified new vendors from local mission areas, in particular whenever new missions are established since the Organization tends to over-rely on known vendors when procurement is being conducted under pressure to meet immediate operational requirements for deployment. Given the importance attached to the mandate to diversify sources of supply and in order to avoid duplication of administrative duties and to streamline vendor registration procedures in consultation with other United Nations organizations and the peacekeeping missions, the Procurement Division would remain responsible for vendor registration and management in support of the Department of Field Support. Pursuant to General Assembly resolution 61/246, whereby the Assembly decided to establish the Vendor Registration and Management Team with one P-4, one P-3 and one General Service (Other level) posts, the Procurement Division would maintain these posts in the Support Services Section for vendor registration and management activities and continue efforts to identify new suppliers from developing countries and countries with economies in transition to diversify sources of supply.

Information Technology Services Division (P-3)

Network Administrator (P-3)

721. The post of Network Administrator (P-3) is requested to support the growth in the complexity of network operations caused by higher network traffic, more sophisticated external threats and reduced tolerance for non-availability. For example, the bandwidth between UNLB and United Nations Headquarters has grown from 7.5 megabits per second in 2005 to 90 megabits per second in 2006, requiring additional equipment, software and skills to manage the operation. It is to be noted that the request for this post was included in the 2006/07 budget and that the Advisory Committee on Administrative and Budgetary Questions had recommended that action on the post be deferred until consideration of the report of the Secretary-General entitled "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692 and Corr.1). However, the post is required to manage an increase in the workload and the current operational requirements, which is not dependent on the reform initiatives or on a possible reorganization of United Nations Headquarters ICT operations. With the growth of peacekeeping missions and continuous pressure on the network from an increasing reliance on IT systems to manage the United Nations globally, it is expected that the network operations will continue to grow in size and complexity.

722. Specifically, the proposed P-3 Network Administrator would:

(a) Provide technical support and guidance to the General Service level staff of the Network Control Unit;

(b) Supervise and streamline day-to-day operations of the Network Control Unit by improving quality service and support functions to field missions;

(c) Liaise with field offices to achieve better coordinated service delivery;

(d) Closely monitor and implement change management requests from peacekeeping missions.

Facilities Management Service (2 GS (OL))

723. The mail sub-unit within the Facilities Management Service is requesting two General Services (Other level) posts, one General Service post in the pouch sub-unit and one in the mail sub-unit. The mail and pouch sub-units currently have one shared post funded from the support account. However, the mail sub-unit has experienced an exponential growth in workload directly related to the growth in the Department of Peacekeeping Operations which requires additional mail sorting and delivering. Statistics for the year ending July 2006 show that the Department of Peacekeeping Operations represents 14.2 per cent of the total workload within the mail sub-unit and 10.9 per cent within the pouch sub-unit. In addition to the recent growth, the Facilities Management Service has been understaffed since two support account posts were abolished in 1996/97. The one post currently approved is handling 1,085,239 pieces of mail a year for the Department of Peacekeeping Operations and processing 162,751 pouches, which can only be done with assistance from staff funded from other sources. The current practice of utilizing staff from other areas cannot continue without negative impact in the areas in which these staff are deployed. As a consequence of the shortage of staff, the number of mail runs has decreased, the lead time to deliver mail is taking longer, creating a huge backlog and overtime has become part of regular work schedules to compensate for the shortfall. Therefore, reinstating the two posts that were eliminated would give the Facilities Management Service leverage to distribute the workload more evenly among staff and improve efficiency in the operations to meet expected accomplishments.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$3 793.7	($2 926.6)	(43.5%)

724. The estimate of $3,793,700 provides for salaries, common staff costs and staff assessment for a total of 29 temporary posts, including 24 continuing posts and the proposed net increase of 5 posts. The reduction in requirements for post resources compared to 2006/07 is due to the transfer of 35 posts from the Procurement Division and 5 posts from the Information Technology Services Division to the Office of Integrated Support Services in the Department of Field Support.

	Cost estimates	Variance	
General temporary assistance	$1 581.7	($3 654.3)	(69.8%)

725. A total of $1,581,700 is requested for general temporary assistance in the Office of Central Support Services. The details of this proposal are set out below.

Information Technology Services Division

726. On 1 January 2005, the Information Technology Services Division assumed responsibility for the operations of the Department of Peacekeeping Operations' Data Centre in New York, including the storage area network management, support of e-mail, applications, 24 hour a day monitoring, backup, facility management and related activities. To maintain this service in 2007/08, the Division would require continuation of the current funding under general temporary assistance for 5 P-3 posts for Tier 2 and 3 support, amounting to $818,000.

727. The Division's help desk has been tracking the requests for assistance related to the Data Centre since the Division took over responsibility for its management in 2005. The number of requests from the Department has continuously increased and has now more than doubled from 98 requests for assistance per month in 2004 to 242 in 2006, requiring the support of two full-time General Service (Other level) staff, compared with 1.5 full-time staff approved in 2006/07. The cost of this upgraded support would be $184,600.

728. An amount of $327,200 is required for the Division's support for the enterprise budgeting application, equivalent to two posts at the P-3 level. Activities and tasks to be performed by the Division include:

(a) Infrastructure support and application support, specifically hosting of the enterprise budgeting application development and production environments in the Data Centre;

(b) First-level support operations, including at hours when remote users are accessing the system in different time zones;

(c) Database administration;

(d) Configuration management and system version control and deployment of the software and subsequent upgrades;

(e) Support for reports and data form development;

(f) Security administration.

729. This request is a continuation of general temporary assistance funding provided in the current 2006/07 fiscal period.

730. In connection with the development of the United Nations laissez-passer system, the Division would require a total of 30 months of general temporary assistance support (18 months at the P-3 and 12 months at the GS (OL) level) amounting to a total of $256,000. The purpose of the laissez-passer system is the management of requests for issuance or extension of validity of the laissez-passer. It covers the entire workflow and security requirements from the moment a request is made until the moment the service is completed.

731. It is envisaged that the laissez-passer system will eventually be accessible to all Department of Peacekeeping Operations missions worldwide. The processing of the request for laissez-passer will in most cases involve cross-duty station back-offices (local executive offices, country directors and Headquarters/United Nations Office at Geneva/United Nations Office at Vienna). The proposed laissez-passer project would provide a web-based application with a centralized database, which would help streamline and rationalize the administration of laissez-passer at all duty stations.

732. The requested general temporary assistance resources can be broken down as follows:

(a) A P-3 level Business Process Analyst for six months to work on the laissez-passer processes in field missions;

(b) A General Service (Other level) Test Specialist for six months to prepare test scenarios and carry out end-to-end system tests of the laissez-passer system;

(c) Six months user support resource at the General Service (Other level) to provide user support on the laissez-passer application;

(d) A Configuration Specialist (P-3) to configure the off-the-shelf system for the laissez-passer application (12 person-months).

733. The variance in the requirements for general temporary assistance is related to the 17 positions approved in the Procurement Division under general temporary assistance in 2006/07, which were then converted to posts, as well as to the proposed conversion of 5 existing general temporary assistance positions to temporary posts in the Procurement Division. In addition, the lower requirements in the Information Technology Services Division is due to exclusion of resources for the Enterprise Content Management and the Costumer Relationship Management systems, which were included in the 2006/07 budget, which will be presented separately in the context of the overall United Nations ICT strategy.

	Cost estimates	*Variance*	
Consultants	$381.1	($1 132.9)	(74.8%)

734. The requirements for consultants are set in the table below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
The United Nations laissez-passer Implementation (Information Technology Services Division)	6	198 800	Implementation of an electronic United Nations laissez-passer management system
Archives cataloguer, digitization specialist (Archives and Records Management Section)	3	100 000	200,000 pages of catalogued peacekeeping archives posted to the United Nations Internet site 1,000 reference requests for peacekeeping records

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
E-learning and record-keeping expertise (Archives and Records Management Section)	1	20 000	Identification of archival records at UNOMIG and UNMIS for immediate or future transfer to Headquarters
United Nations laissez-passer training (Information Technology Services Division)	5	52 300	Implementation of an electronic United Nations laissez-passer management system
Training (Procurement Division)	—	10 000	Management and training for 90% of incumbent Chiefs of Procurement Offices and designated official in conjunction with the Department of Field Support
Total		**381 100**	

735. A total amount of $371,100 is requested for consultancy-services in the Office for Central Support Services.

736. Consultancy services amounting to $198,800 are required for the United Nations laissez-passer system development. The laissez-passer application would be based on off-the-shelf software and specialized expertise from the software vendor would therefore be required to assist in the implementation of the project and to customize the software to United Nations operations given its specificity and complexity. The following requirements are anticipated:

(a) The sum of $73,200 for a Solution Architect for two person-months;

(b) $52,400 for a Business Analyst for two person-months;

(c) $73,200 for a Configuration Specialist for two person-months.

737. The sum of $100,000 is requested for an external company to assist the Archives and Records Management Section with the selection and publication of high-value and popular peacekeeping archives. The requested resources would support the digitization and posting on the Internet of 500,000 pages of historical peacekeeping archives. This request supports the principle of making United Nations information widely available, as expressed by the Committee on Information in May 2006 (A/61/21) on the issue of facilitating access to United Nations documentation and information materials. The project also reflects mandates to use the United Nations website to ensure wider access to information on the United Nations to all the peoples of the world (A/AC.198/2006/3). The requested resources would be used to acquire services for high-speed, high-volume scanning, to produce word searchable images of the paper documents. Using specialized services to digitize archives has proved cost-effective and has resulted in high-quality deliverables.

738. The proposed activities under this project would include:

(a) Preserving original records by re-housing them in archival quality materials;

(b) Screening records for sensitive information with the objective of making as much information available to the public as soon as possible, while ensuring that classified information is appropriately marked;

(c) Cataloguing records to provide retrieval mechanisms;

(d) Providing public access to available records by July 2008.

739. The project would be managed by the P-4 level Records Manager in the Archives and Records Management Section. In consultation with the Chief of the Archives and Records Management Section and the Department of Peacekeeping Operations the Records Manager would recommend records to be scanned, based on their physical condition/deterioration, and the frequency with which the records are requested by researchers. Likely candidates are records of the United Nations Emergency Force, the United Nations Transitional Authority in Cambodia and the United Nations Assistance Mission for Rwanda. The Records Manager would also take responsibility for the high-level aspects of the project, most importantly screening the records to facilitate disclosure but without releasing classified security documents. The P-2 level Archivist would catalogue and index the records according to international bibliographic standards, and oversee the posting of the scanned documents, linked to index information on the United Nations website.

740. The sum of $20,000 is requested for the Archives and Records Management Section to develop new and improve its existing e-learning tools for record-keeping. Improvements would include: new modules, increased interactivity, multimedia elements with case-based reasoning, simulations and scenarios, user feedback and survey tools. All content would be available in French and English. The e-tools would be delivered to field missions via web publishing or by offline distribution (CD, DVD). A contractor, with direction from the Archives and Records Management Section project manager, would plan, design, develop, test, implement, evaluate and deliver new modules and/or improvements of the Section's current e-learning tools.

741. An amount of $52,300 for a P-3 level Training Specialist for approximately five months would be required for the United Nations laissez-passer project in order to provide needed training of staff in the laissez-passer application. The Specialist would train laissez-passer users in New York, UNLB and 15 peacekeeping missions. Training is needed because United Nations staff must be provided with theoretical concepts of the new application in order to work efficiently with the consultants. Consultants are hired to transfer practical knowledge to United Nations staff, by working together, hands-on, on real projects. United Nations staff would continue maintaining the applications after the consultants had left the project.

742. The conference for chiefs of procurement offices allows for the sharing of experiences and best practices with peers and for fostering cooperation among officials in the Procurement Division and other counterparts based at Headquarters. Consultants, in the amount of $10,000, would be required as substantive resource persons during the conference in providing training modules in the latest procurement techniques and to assist them to address ethical, best-industry practices and management issues. In 2007/08, two conferences would be held: one in New York and the other at UNLB.

743. The lower provision for consultants is primarily attributable to the fact that requirements for the Enterprise Content Management and the Customer Relationship

Management systems, as described above, are excluded in the fiscal year 2007/08, and to the transfer of procurement activities and related resources to the Field Procurement Service in the Department of Field Support.

	Cost estimates	*Variance*	
Official travel	$339.1	($331.4)	(49.4%)

744. The following table has the details of the travel requirements for the financial period:

Type of travel	*Amount (United States dollars)*	*Output reference*
Business seminars (Procurement Division)	150 000	Registered vendors from developing countries and countries with economies in transition
United Nations laissez-passer requirements validation (Information Technology Services Division)	27 300	Implementation of an electronic laissez-passer management system
Technical support (Archives and Records Management Section)	30 000	Implementation of records management programmes in compliance with United Nations record-keeping requirements in UNOMIG and UNMIS
Training (Procurement Division)	40 000	Training of 400 mission and Headquarters staff in procurement and contracting in conjunction with the Department of Field Support Management and training for 90% of incumbent chiefs of procurement offices and/or designated officials in conjunction with the Department of Field Support
United Nations laissez-passer training (Information Technology Services Division)	59 800	Implementation of an electronic laissez-passer management system
Training (Information Technology Services Division)	32 000	—
Total	**339 100**	

745. In compliance with a series of General Assembly resolutions, including resolution 61/246 on procurement reform, requesting an increase in procurement opportunities for vendors from developing countries and countries with economies in transition, it is essential to identify qualified vendors from these countries to support the requirements for the peacekeeping missions in theatre. The amount of $150,000 is required to facilitate travel of staff to conduct 12 to 18 business seminars in fiscal year 2006/07, including the regions where the peacekeeping missions operate, to review the capacity of vendors in the areas and to disseminate information on procurement opportunities in order to identify qualified vendors in the region. The funding would allow the Procurement Division to conduct preliminary missions to potential locations for consultation with host organizations

and to invite procurement staff from the peacekeeping missions once the seminars have been organized.

746. An amount of $27,300 is requested by the Information Technology Services Division to send a business analyst to five representative peacekeeping missions for United Nations laissez-passer requirements validation. The business analyst would have the opportunity to talk to several key users at each mission instead of bringing only one user per mission to Headquarters to define the requirements.

747. The Archives and Records Management Section has requested an amount of $30,000 for planned travel to UNOMIG and UNMIS to develop records management programmes and identify archival records for transfer to the Section.

748. The amount of $20,000 is requested for travel in relation to the development of procurement training programmes by staff members of a newly established Policy, Compliancy and Training Section, which would take over the work of the Procurement Reform Implementation Team. The funding would allow staff to conduct consultation with the Inter-Agency Procurement Services Offices and the International Training Centre in Turin, Italy, which have offered procurement training programmes to United Nations staff to minimize duplication of efforts.

749. The amount of $20,000 would provide for travel expenses for the participation of Procurement Division's staff in the chief procurement officer conference at UNLB.

750. In the Information Technology Services Division an amount of $59,800 is requested for travel of a proposed consultant and general temporary assistance staff to conduct training in relation to the United Nations laissez-passer project.

751. The amount of $32,000 is requested for travel in relation to the training of staff in the Information Technology Services Division. The resources would provide for the general training of staff to keep abreast of innovations and developments related to wireless networks, access technologies, paging systems and satellite communications. As the maintenance of the United Nations secure communications network involves expertise in different areas such as encryption software and hardware equipment, secure document storage, password authentication, etc., and training would be necessary to ensure that the staff members' skills are up-to-date and fully commensurate with their responsibilities. Training would also be required for the staff working on the Enterprise Budget Application project as well as for the end-users, who would be trained by colleagues who after completing train-the-trainers training would be responsible for training additional users at Headquarters as well as users at UNLB and the missions. Technical training would also be provided for staff responsible for the maintenance of the Data Centre of the Department of Peacekeeping Operations.

752. The variance under official travel is primarily related to lower requirements for training-related travel in the Archives and Records Management Section and in the Procurement Division owing to the transfer of responsibilities to the Department of Field Support.

	Cost estimates	*Variance*	
Information technology	$650.6	($363.1)	(35.8%)

753. In accordance with established practice, the support account would provide for 20 per cent of the costs of the International Computing Centre contract for Tier 1 support amounting to $440,000. This amount is at the maintenance level.

754. An additional $100,000 is requested by the Information Technology Services Division to purchase a server for the e-mail operations of the Department of Peacekeeping Operations.

755. IT requirements include $1,100 for the Archives and Records Management Section for Adobe Illustrator CS2 software to be used for the proposed e-learning project, specifically for the graphic development of the Section's website and the e-learning programme. Adobe Captivate 2.0 would be used in the e-learning development to create scenario-based training.

756. An amount of $109,600 is required by the Office of Central Support Services to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$634.0	($231.0)	(26.7%)

757. The amount of $250,000 is required for corporate background screening services and enhanced due diligence reports of prospective vendors entering into long-term and high volume contractual relationship with the United Nations, especially in peacekeeping missions. In 2005, approximately 210 vendors were awarded contracts above $200,000. The cost per vendor report is estimated at $1,200. The activities for corporate background screening services and enhanced due diligence are required on an ongoing basis for every year given the fact that the status of existing contractors may change with the merger and acquisition or restructuring of business programmes and in view of the needs to diversify supplier sources and invite new vendors to compete for the United Nations business.

758. Vendor registration for the Procurement Division has been arranged through the United Nations Global Marketplace, which is a web-based vendor registration and database programme utilized by 15 organizations within the United Nations system. The cost of system maintenance is shared among participating organizations based on the value of procurement. With the anticipated deployment of the United Nations Global Marketplace to the peacekeeping missions, the amount of $40,000 is required for the peacekeeping share of the system maintenance costs.

759. The amount of $15,000 is requested for the Procurement Division in order to cover the costs of advertising in international air transport and freight forwarding publications for new sources of suppliers for air charter services and freight forwarding services. This is in order to expand the vendor roster of those services in the Logistics and Transportation Section as recommended by the Headquarters Committee on Contracts.

760. In relation to the training of staff in the Information Technology Services Division working with the Data Centre maintenance and help desk support and with the Enterprise Budget Application project, an amount of $82,000 is requested for training fees, supplies and materials.

761. An amount of $245,000 is required for the printing of United Nations laissez-passer. The requirement is due to the fact that the laissez-passer booklet requires updating to include new biometric technology, enhance security features and other elements, which increases its printing cost from $3.25 to $13.00. The Travel and Transportation Section has estimated that an initial procurement of 75,000 booklets to support a four-year global supply and retire old issuance editions will ensure reasonable economies of scale in the production process as smaller production runs would significantly increase the price per document. The amount of $245,000 requested under the support account is estimated on the basis of statistics showing that 25 per cent of all laissez-passer are issued to Department of Peacekeeping Operations staff. Of the total requirement of $979,000, the amount of $245,000 represents the requirement of the Department of Peacekeeping Operations.

762. The variance in the budget for other supplies, services and equipment is primarily due to the transfer of training-related costs from the Procurement Division in the Department of Management to the Field Procurement Service in the Department of Field Support.

5. Overall resource requirements of the Department of Management

(a) Human resource requirements

Category	*2006/07*[a]	*2007/08*	*Change*	*Rejustified*[b]
Professional and above				
D-2	1	1	—	—
D-1	3	2	(1)	—
P-5	9	7	(2)	—
P-4	47	44	(3)	—
P-3	34	25	(9)	—
P-2/P-1	6	3	(3)	—
Subtotal	**100**	**82**	**(18)**	**—**
General Service				
Principal level	9	5	(4)	—
Other level	63	69	6	—
Subtotal	**72**	**74**	**2**	**—**
Total	**172**	**156**	**(16)**	**—**

[a] Including additional resources approved for the Procurement Division in the context of General Assembly resolution 61/246 on procurement reform, for human resources information technology in the context of General Assembly resolution 61/244 and for the UNIFIL surge capacity in General Assembly resolution 61/250.

[b] In accordance with General Assembly resolution 58/298 (para. 12).

(b) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07)*[a] *(2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	17 334.9	20 849.7	21 055.3	205.6	1.0
II. Non-post resources					
General temporary assistance	1 655.4	8 218.2	4 988.4	(3 229.8)	(39.3)
Consultants	920.7	3 549.0	3 329.1	(219.9)	(6.2)
Official travel	466.8	1 362.2	1 174.9	(187.3)	(13.7)
Facilities and infrastructure	8 800.3	13 148.1	23 293.0	10 144.9	77.2
Communications	239.5	319.5	287.0	(32.5)	(10.2)
Information technology	979.1	2 661.6	400.1	(2 261.5)	(85.0)
Medical	97.0	100.0	306.0	206.0	206.0
Other supplies, services and equipment	532.0	1 120.0	819.0	(301.0)	(26.9)
Subtotal II	**13 690.7**	**30 478.6**	**34 597.5**	**4 118.9**	**13.5**
Total I and II	**31 025.6**	**51 328.3**	**55 652.8**	**4 324.5**	**8.4**

[a] Including additional resources approved for the Procurement Division in the context of General Assembly resolution 61/246 on procurement reform, for human resources information technology in the context of General Assembly resolution 61/244 and for the UNIFIL surge capacity in General Assembly resolution 61/250.

(c) Executive Office: centrally administered costs

	Cost estimates	*Variance*	
Facilities and infrastructure	$23 293.0	$10 144.9	77.2%

763. The amount of $23,293,000 would provide for the rental of premises and alterations and improvements of facilities for all posts, including new posts, in the support account ($23,010,000), office supplies and the rental of office equipment ($93,000) for all posts in the Department of Management and furniture ($190,000) for the new posts in the Department. The rental of premises does not include a provision for Resident Auditor posts, for which the respective peacekeeping missions would continue to provide accommodation. In addition, no provision for the rental of premises was provided for the offices of the Investigations Units of the Office of Internal Oversight Services in Vienna and Nairobi, since no rental charges were levied in previous years.

764. The variance relates to the increase in requirements for rental of office space for staff in the new posts in other departments — primarily the Department of Peacekeeping Operations and the Department of Field Support.

	Cost estimates	Variance	
Communications	$287.0	($32.5)	(10.2%)

765. A provision of $287,000 is made for commercial communications ($260,400) and the acquisition of communications equipment for the new posts ($26,600).

766. The reduction of $32,500 from the previous period is attributable to a net reduction in staff, due to the proposed redeployment of posts from the Information Technology Services Division and the Procurement Division to the Department of Field Support.

	Cost estimates	Variance	
Information technology	$400.1	($2 261.5)	(85.0%)

767. In addition to the total amount of $2,264,600 requested for special IT requirements as presented under each office, including programme proposals in the Peacekeeping Financing Division (Enterprise Budget Application), the Office of Human Resources Management (e-staffing) and the Information Technology Services Division (United Nations laissez-passer) an amount of $400,100 is needed for centrally managed IT maintenance, equipment and services.

768. For standard maintenance of IT equipment, a provision of $334,800 is required based on standard rates for the service level agreements with the Information Technology Services Division.

769. For the acquisition of standard information technology equipment, a provision of $65,300 is requested. That includes $25,300 for the purchase of 25 desktop computers and $40,000 for 13 network printers at standard rates for the new posts and for replacement of the existing stock.

770. The variance is due to a change in presentation, so that IT projects such as the Enterprise Budget Application, the United Nations laissez-passer and the new e-staffing tool, which were previously reflected under the centrally managed costs, are now presented in the individual offices. Adjusting for this change, by comparing the totality of IT resources approved in 2006/07 and proposed in 2007/08, the variance shows a reduction of $30,400, or 1.2 per cent.

D. Office of Internal Oversight Services

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from the General Assembly on OIOS reports

Outputs

- Annual report to the General Assembly on audit results and the implementation of critical audit recommendations
- Audit reports specifically requested by the General Assembly

Expected accomplishment 3	*Indicators of achievement*
Increased efficiency and effectiveness of peacekeeping operations	3.1 25 per cent implementation of inspections and military expert's recommendations during the first 12 months from their issuance 3.2 Acceptance by the Department of Peacekeeping Operations of a majority of the investigations' recommendations and their timely implementation, with effects on change in behaviour, including with regard to how the Department addresses misconduct issues 3.3 Acceptance of 85 per cent and implementation of 60 per cent of recommendations issued by the Internal Audit Division

Outputs

- 6 to 8 inspection reports on the review of peacekeeping operations
- Military expertise provided to peacekeeping operational activities as identified by risk analysis
- Peacekeeping-related management consulting assignments implemented as requested by peacekeeping missions, UNLB and peacekeeping-related entities at Headquarters
- 800 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigation action
- 160 investigation reports
- 150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case
- 20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations
- 10 audit reports by United Nations Headquarters auditors
- 100 audit reports by resident auditors located in peacekeeping missions
- 2 horizontal audit reports on cross-cutting issues
- 10 risk assessment exercises by resident auditors in peacekeeping missions
- 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors

External factors

External parties will cooperate in the conduct of audit assignments.

(b) Human resource requirements

		2007/08				
Category	*2006/07 (1)*	*Transfer from peacekeeping operations*[a] *(2)*	*New posts*[b] *(3)*	*Change (4)=(3)+(2)*	*Total proposed (5)=(1)+(2)+(3)*	*Rejustified*[c] *(6)*
Professional and above						
D-1	2	—	—	—	2	—
P-5	10	—	—	—	10	—
P-4	29	9	6	15	44	—
P-3	22	7	27	34	56	—
P-2/P-1	—	—	1	1	1	—
Subtotal	**63**	**16**	**34**	**50**	**113**	**—**
General Service and other						
Principal level	1	—	—	—	1	—
Other level	24	9	18	27	51	—
Security Service	—	—	—	—	—	—
Subtotal	**25**	**9**	**18**	**27**	**52**	**—**
Total	**88**	**25**	**52**	**77**	**165**	**—**

[a] 11 posts transferred from the Resident Audit Unit, UNMIS (1 P-5, 4 P-4, 3 P-3, 3 GS (OL)). 12 posts (net) transferred from UNIFIL (6 for audit (2 P-4, 2 P-3, 2 GS (OL)); 6 for investigation (1 P-4, 3 P-3, 2 NGS)). UNIFIL requirements for audit of 9 posts (1 P-5, 3 P-4, 2 P-3, 3 GS (OL)) is partially offset by the transfer of the OIOS Middle East Regional Audit Office in Nicosia to Lebanon (1 P-5, 1 P-4, 1 GS (OL)). 7 posts transferred from UNMIT (3 for audit: 1 P-4, 1 P-3, 1 GS (OL); 4 for investigation: 1 P-4, 1 P-3, 2 NGS). 5 posts abolished due to downsizing of UNMEE (1 P-3) and closure of ONUB (1 P-5, 1 P-4, 1 P-3, 1 GS (OL)). 1 P-3 in the regional investigations unit in Nairobi proposed for reclassification to P-4.

[b] 13 posts authorized as GTA in 2006/07; 2 in the Resident Audit Unit, MONUC (1 P-4, 1 GS (OL)), 5 in the Internal Audit Division, New York (1 P-4, 2 P-3, 2 GS (OL)), 2 in the Executive Office (2 GS (OL)), 3 NGS reinstated in Resident Audit Unit (MINUSTAH, UNMEE, UNOCI) and 1 GS (OL) reinstated (Resident Audit Unit, UNMIK) converted to posts. 31 positions (2 P-4, 24 P-3, 3 GS (OL), 2 NGS, 25 of which were proposed under A/C.5/59/28/Add.1 and 6 were proposed under A/59/730) authorized as GTA for the investigative capacity in ID in 2005/06 in General Assembly resolution 59/301 converted to posts. 8 additional new posts requested; 4 in the Inspection and Evaluation Division (2 P-4, i P-3, 1 P-2) for inspections and 4 NGS posts for the Investigations Division in UNMIS (2 NGS) and UNOCI (2 NGS).

[c] In accordance with General Assembly resolution 58/298, para. 12. All vacant posts are expected to be filled before 30 June 2007.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	10 218.3	—	19 712.6	19 712.6	—
II. Non-post resources					
General temporary assistance	1 684.0	17 734.0	91.5	(17 642.5)	(99.5)
Consultants	392.6	522.7	616.7	94.0	18.0
Official travel	1 660.7	1 616.8	2 367.5	750.7	46.4
Facilities and infrastructure	19.9	47.0	203.0	156.0	331.9
Communications	39.2	131.9	104.0	(27.9)	(21.1)
Information technology	68.5	145.0	252.0	107.0	73.9
Medical	—	—	1.1	1.1	—
Other supplies, services and equipment	28.3	120.9	143.0	22.2	18.3
Subtotal II	**3 893.3**	**20 318.2**	**3 778.8**	**(16 539.4)**	**(81.4)**
Total I and II	**14 111.6**	**20 318.2**	**23 491.4**	**3 173.2**	**15.6**

(d) Summary of post requirements

771. In its resolution 60/268, the General Assembly approved the maintenance of the resource level for the period from 1 July 2005 to 30 June 2006 and the continuation of all OIOS human resource requirements under general temporary assistance re-costed using the budget parameters for 2006/07. This is an interim measure on the understanding that the required level of resources for OIOS would be revisited after the General Assembly has completed its consideration of the relevant forthcoming reports including the report of the Secretary-General on governance and oversight (A/60/900, para. 4 and A/60/807, para. 115).

772. Given the ongoing nature of the requirement for all 88 support account posts approved in 2005/06, of 25 general temporary assistance positions approved in three peacekeeping missions (UNMIS, UNIFIL and UNMIT) established during 2005/06 and 2006/07 as well as 13 additional posts requested for 2006/07 and released as general temporary assistance positions (the 13 positions were approved at 50 per cent financing), and because these posts are vital and necessary in order to provide mandatory oversight services under the peacekeeping support account, all OIOS human resources requirements should be authorized as support account posts. Furthermore, the ability to recruit and retain experienced oversight staff rests with offers of appointment with a reasonable duration that provide some degree of security and anticipation of possible career development.

773. OIOS is also requesting 31 general temporary assistance positions approved by the General Assembly in its resolution 59/301 for the OIOS investigative capacity in 2005/06, converted to temporary posts, and will in addition to this require a total of 8 new posts, 4 at Headquarters and 4 in peacekeeping missions. Four posts in ONUB and one post in UNMEE are proposed for abolition due to the closure and

downsizing of the two missions. The total requested number of posts for the 2007/08 fiscal year is 165, an increase of 77 from the approved level of 88 in 2005/06 and an increase of 22 compared to 143 general temporary assistance positions authorized in 2006/07.

Re-establishment of posts

774. In the fiscal year 2005/06, 92 posts under the peacekeeping support account were authorized for OIOS. With the abolition of four audit posts for the coverage of UNAMSIL, the remaining 88 continuing posts were authorized under general temporary assistance funds for 2006/07 as an interim measure pending consideration by the General Assembly of the report of the Secretary-General on governance and oversight (A/60/883/Add.2, vol. V) and the proposals of the Under-Secretary-General for Internal Oversight Services for strengthening OIOS (A/60/901). Re-establishment of the 88 posts for 2007/08 is essential for the continuing nature of oversight activities. Without those support account posts, oversight coverage of peacekeeping activities could not be provided.

Transfer of posts

2006/07

775. Eleven posts from UNMIS were proposed for transfer to the OIOS support account budget in 2006/07. Due to the interim measure adopted by the General Assembly, the 11 UNMIS posts were authorized under general temporary assistance. In consideration of the continuing need to audit UNMIS operations, these resources should be transferred to the OIOS support account as posts in 2007/08.

2007/08

776. The expansion of UNIFIL and the establishment of UNMIT were approved during 2006/07. Thirteen posts under the UNIFIL and seven posts under the UNMIT staffing tables were proposed for audit and investigation.

777. In expanding oversight coverage of UNIFIL, OIOS deemed it efficient to transfer its Middle East Regional Audit Office, which was based in UNFICYP and covers all peacekeeping missions in the Middle East, to UNIFIL. This transfer of three Middle East Regional Audit Office posts (1 P-5, 1 P-4, 1 GS (OL)) to UNIFIL, would enable the abolition of one P-5 Senior Resident Auditor post and consequently only 12 posts (3 P-4, 5 P-3, 2 GS (OL), 2 NGS) instead of 13 would be transferred from the UNIFIL budget to the support account in 2007/08 (6 posts for audit: 2 P-4, 2 P-3, 2 GS (OL); and 6 for investigation: 1 P-4, 3 P-3 and 2 NGS).

778. From UNMIT, seven posts (3 for audit: 1 P-4, 1 P-3, 1 GS (OL); and 4 for investigation: 1 P-4, 1 P-3, 2 NGS) would be transferred to the OIOS support account.

Abolition of posts

779. Four posts (1 P-5, 1 P-4, 1 P-3, 1 GS (OL)) currently authorized for the audit coverage of ONUB are proposed for abolition given that they are no longer essential in view of the liquidation of ONUB. A P-3 post authorized for the audit coverage of UNMEE is also proposed for abolition since the mission is downsizing.

Reclassification of post

780. In an effort to create an efficient reporting structure with corresponding responsibilities, authority and accountability in managing peacekeeping-related investigation cases and the authorized resources, it was deemed essential to create an additional P-4 position out of the four P-3 positions funded from general temporary assistance that were approved from 1 July 2005. The P-4 position would perform operations manager functions and be responsible for coordinating all peacekeeping investigations in Africa and Haiti, as well as for the investigation activities of the regional investigators based in Nairobi. The incumbent would plan, organize and supervise complex and serious investigation cases on allegations of misconduct, malfeasance, mismanagement, waste of resources, abuse of authority and violations of the Regulations and Rules of the United Nations as well as review all case reports. This function would complement the management structure of the OIOS Investigations Division in view of the magnitude of the operations.

Redeployments

781. Four positions (1 P-4, 3 P-3, 2 GS (OL)) providing investigation services to ONUB are proposed for redeployment to the investigation operations in MONUC due to the size of the mission area and the high case load. With a significant proportion of work located in the eastern provinces of the MONUC mission area, a second Resident Investigation Unit would be opened in the township of Goma, which would be responsible for investigations within the geographic area of Province Orientale, Nord Kivu and Sud Kivu, which includes the major townships of Kisangani, Kindu, Uvira, Bukavu, Goma, Beni and Bunia. The Unit in Goma would also be responsible for investigations related to the MONUC logistics base in Entebbe.

Conversion of general temporary assistance positions to posts

782. OIOS proposes the conversion of 31 general temporary assistance positions (25 proposed under A/C.5/59/28/Add.1 and Corr.1 and 6 proposed under A/59/730 and approved by the General Assembly in resolution 59/301) to temporary posts. The recommendation of the Special Committee on Peacekeeping Operations, bearing in mind General Assembly resolution 59/287, to establish a professional and independent investigative capacity was not solely for the purpose of investigating allegations of sexual exploitation and abuse, but also for the investigation of other allegations of misconduct of a similar grave nature where complex investigative techniques are needed. Given that the resources were approved for other urgent and significant investigation matters and to provide a sense of security to OIOS investigation staff in peacekeeping missions in order to minimize staff turnover, it is in the best interest of the United Nations to convert the general temporary assistance resources to temporary posts. Once sexual exploitation and abuse cases are eliminated, OIOS will reassess the number of resources needed for other allegations of misconduct of a similar grave nature. Should it be determined that the workload would not necessitate continuation of all 31 temporary posts, abolition will be proposed.

Conversion of national General Service posts to international General Service posts

783. In view of the difficulties experienced in identifying suitable national general service candidates for the administrative assistant positions of the Investigations Division at MINUSTAH, UNMIS and MONUC, OIOS is requesting that one national General Service post in each of these three missions be reclassified as an international General Service post (GS (OL)). OIOS has conducted extensive interviews for these positions, and thus far the local candidates interviewed have not been convincing in observing their obligation to preserve the confidential nature of investigation work, in addition to having a lack of proficiency in the English language.

(e) Justification of new posts

2006/07

784. Thirteen new posts (2 for the Resident Audit Unit, MONUC (1 P-4, 1 GS (OL)); 5 Resident Audit Unit, New York (1 P-4, 2 P-3, 2 GS (OL)); 2 for the Executive Office (2 GS (OL)); and 4 for Resident Audit Units in peacekeeping missions (reinstatement of 3 NGS posts for MINUSTAH, UNMEE and UNOCI and of 1 GS (OL) for UNMIK)) requested in the 2006/07 support account budget were also authorized under general temporary assistance as an interim measure. Conversion to temporary posts and continuous authorization of these resources is imperative considering the continuing nature of the oversight and necessary substantive and programme support functions performed.

785. Two additional audit posts in MONUC complement the existing resources and are in conformity with the formula of one auditor for every $100 million peacekeeping mission budget in order to provide adequate audit coverage.

786. With the addition of new, large and complex peacekeeping missions, the number of audit reports issued by resident auditors increased from 20 in 2003/04 and 63 in 2005/06 to a projected 100 audit reports in 2007/08. Aside from the increase in audit reports, the Board of Auditors recommended that the work of the resident auditors be more closely monitored and supervised in the areas of training, risk assessment, scope of work, field work and reporting. To strengthen the capacity of the Resident Auditor Coordination Section that provides quality assurance of audit reports and implement the recommendation of the Board of Auditors, one P-4, one P-3 and one GS (OL) posts are required to assist the P-5 Senior Peacekeeping Resident Audit Coordinator for backstopping, coordination and monitoring of peacekeeping activities of the resident auditors at Headquarters. Quality assurance would require an estimated 400 staff days. Reviews of audit plans, programmes and annual mission risk reports would require 420 staff days and 180 days would be needed for recruitment, training-related activities, maintenance of website, and other miscellaneous activities.

787. The P-4, P-3 and GS (OL) positions authorized under general temporary assistance for OIOS in 2006/07 enabled the Office to hire temporary staff while going through the vacancy announcement process, which performs the needed support to the resident auditor units in missions, in terms of the quality of audit reports and adherence to reporting standards. With the existence of the unit, the

targeted 100 audit reports by resident auditors as set out in the results-based framework is expected to be achieved.

788. Recruitment of temporary staff for one P-3 post and one General Service (Other level) post while complying with instituted procedures for regular filling of positions provided OIOS with three full audit teams to conduct comprehensive audits at Headquarters and in missions where there are no resident auditors (MINURSO, UNOMIG, UNMOGIP and UNLB). The Headquarters Audit Section commenced conducting risk assessment of the activities of the Department of Peacekeeping Operations at Headquarters and following up on horizontal and specific issues pertaining to peacekeeping operations with the Procurement Division, the Office of Programme Planning, Budget and Accounts and the Office of Human Resources Management.

789. Two General Service (Other level) posts in the Executive Office are imperative to augment the Office's resources for the added functions of peacekeeping mission oversight staff recruitment and administration. These functions are normally carried out by the Personnel Management and Support Service of the Department of Peacekeeping Operations and not by departmental executive offices. Recruitment and staff administration functions of auditors were transferred from the Personnel Management and Support Service to the OIOS Executive Office on 1 July 2003 (General Assembly resolution 57/318, para. 17) concurrently with the transfer of audit posts from peacekeeping mission budgets to the OIOS support account in order to ensure that resident auditors maintain operational independence (A/57/776, para. 61). In addition, the peacekeeping support account is also the biggest resource administered by the OIOS Executive Office, representing 46 per cent of its total biennial budget, or 165 of its 320 posts/positions. In the fiscal year 2005/06, the Executive Office advertised seven generic vacancy announcements, screened 1,280 applications, issued 52 offers of appointment and administered 69 OIOS field staff. The turnover rate was 46 per cent.

2007/08

790. A total of eight new posts are needed in 2007/08. In the Inspection and Evaluation Division (currently the Monitoring, Evaluation and Consulting Division) two P-4 posts, one P-3 and one P-2 are requested for inspection activities. These four posts would complement the existing resources in the Division in order to support the development of an expanded peacekeeping inspection agenda through the establishment of a risk-based planning framework. Without the proposed new posts, the Division would not be able to carry out the six to eight inspections specified in the output. The inspections envisaged would be prioritized on the basis of the effectiveness in management of individual missions and thematic or cross-cutting policies and practices that affect all peacekeeping missions.

791. OIOS inspections provide senior managers, the Secretary-General and the General Assembly with objective information, independent analysis and actionable recommendations pertaining to established policies, systems and practices, with the objective of maximizing the programmatic performance of peacekeeping missions. Inspection thus complements evaluation in its emphasis on reviewing the organizational results-based management, while evaluation has its emphasis on validating the actual results achieved. Concurrently, the inspection modality has flexibility to incorporate review of different risk dimensions and internal control

needs as they change over time. In that regard, it is envisaged that inspection will evolve into multidisciplinary reviews comprising OIOS evaluators, auditors and investigators as needed. Strengthening of inspection would enable OIOS to increase the frequency with which peacekeeping operations are subjected to independent oversight, which will add scope and depth to the OIOS oversight role.

792. Four new national General Service posts are necessary to perform translation/interpretation and administrative support functions for the resident investigation units in UNMIS and UNOCI. Resident investigation functions were established in the two peacekeeping missions without these fundamental resources for its efficient functioning. The investigation units cannot function effectively without resources providing translation/interpretation and administrative support functions. In all other missions, including UNIFIL and UNMIT, at least two General Service positions under general temporary assistance were created in 2005/06 and 2006/07 in order to bring translation/interpretation and administrative staff on board.

Executive Office

793. Posts provide assurance of security and stability to the Organization's most significant resource, its staff members. It is only with a sense of security that we could retain staff of good calibre. The majority of the Executive Office staff members are new and the Office is building capacity. It is in the best interest of OIOS and the Organization if staff turnover could be averted at this point as the Executive Office is about to reach full and normal speed.

794. The two General Service (Other level) posts authorized with effect from 1 July 2006 and released as general temporary assistance positions should be converted to posts because they are necessary in order to continue providing programme support to the biggest funding source, the peacekeeping support account, of OIOS operations.

795. The final outputs (6 to 8 inspection reports, provision of military expertise, 160 investigations reports and 110 audit reports) could feasibly be accomplished with work-life balance maintained through continued provision of the two positions.

Inspection and Evaluation Division

796. While the Inspection and Evaluation Division has 3 support account posts, only the P-4 Military Expert has been available to conduct inspections and reviews, as the two other P-4 posts have been allocated to the internal Management Consulting Section.

797. In order to support the development of an expanded peacekeeping inspections agenda, the Inspection and Evaluation Division will establish a risk-based planning framework to determine inspection priorities related to two dimensions of peacekeeping operations: (a) effectiveness in management of individual missions; and (b) thematic- or cross-cutting policies and practices that affect all peacekeeping missions.

798. At the same time, the body of internal guidance and manuals for the conduct of inspections will be further developed. The development of methodological guidance materials, the increased volume of inspection activity, the scope of liaison with the Department of Peacekeeping Operations and other peacekeeping partners, missions

and legislative bodies will place heavy demands on the section and requires an additional strengthening of its personnel capacity.

799. To this effect, it is proposed that in addition to the existing P-4 post (Military Expert), two P-4 posts be approved. Two additional Professional posts (1 P-3 and 1 P-2) are needed to augment the current capacity in peacekeeping inspections and make these expanded peacekeeping inspections operationally successful.

800. The P-3 post would provide expertise to assist in the conduct of multidimensional inspections of peacekeeping programme and operations with respect to efficiency and appropriateness of peacekeeping components, management in the field and compliance with the approved mission mandates and objectives. The incumbent would also be required to coordinate activities related to budget and funding supporting the work of the Inspection and Evaluation Division for peacekeeping and related entities. At the same time, the body of internal guidance and manuals for conduct of inspections would be further developed. The development of methodological guidance materials, the increased volume of inspection activity and the scope of liaison with the Department of Peacekeeping Operations, field missions and other peacekeeping partners would place heavy demands and require a strengthening of the Division.

801. In addition, one P-2 post is required to carry out the functions of an analyst to carry out intensive research, including collecting, analysing and presenting statistical data, and also to assist in the actual implementation of peacekeeping inspections. The incumbent would summarize and present basic information/data on specific projects, coordinate field work, draft project summaries, coordinate review and clearance process and coordinate with Documents Control Section of the Department for General Assembly and Conference Management on the finalization and publication of reports, establish, maintain and update internal databases, training databases and other applications for processing responses to evaluation questionnaires to facilitate reviews, and draft correspondence and communications related to all aspects of project implementation.

802. With these resources the Inspection and Evaluation Division would initially be able to deliver a minimum of 6 to 8 peacekeeping inspections per annum, which would over time rise to 9 to 12 and would ensure the necessary capacity to systematically assess efficiency and effectiveness, reduce wastage and eliminate duplication in peacekeeping missions, which until now have not received adequate coverage.

Internal Audit Division

803. The resident auditor post requests are in accordance with General Assembly resolution 55/273, in which the Assembly took note of the report of the Secretary-General on the use of resident auditors in peacekeeping missions (A/55/735), which recommended a formula for appointing resident auditors. As requested by the Assembly in its resolution 60/268, OIOS has undertaken a review of the formula for allocating resident auditors to peacekeeping missions, taking into account the risk and complexity of the operations of individual missions, and has adjusted its requests accordingly as discussed below.

804. OIOS reviewed the level of audit coverage that needs to be provided at the various missions taking into account the risk profile of the individual missions. On the basis of an analysis of the comprehensive risk assessments conducted for each mission, OIOS determined that the number and level of resident auditors required remained the same as determined by the formula approved by the General Assembly, except at UNMEE and UNMIT, where fewer resident auditor resources have been requested for the current period. OIOS included in the annex to its report on peacekeeping operations (A/61/264 (Part II)) a review of the methodology for the allocation of resident auditors to peacekeeping missions.

805. Failure to provide and redeploy the proposed resident auditor posts may result in:

(a) Inefficient and ineffective management of the mission, possible losses of funds, and poor or incomplete information being provided to the General Assembly, the Security Council and the Secretary-General on which to base their decision-making;

(b) Failure to appoint or redeploy audit resources as requested may result in high risks going undetected, which could result in mismanagement and delay the implementation of the mission's mandate;

(c) The Secretary-General, the Security Council and the General Assembly would not be informed on a timely basis, resulting in decisions being made on the basis of incomplete information concerning risks and management issues in the mission. Inefficiencies may therefore not be detected and the effectiveness of the mission compromised as a result.

806. The justification for the transfer of existing posts for UNMIS, UNIFIL and UNMIT includes the following:

(a) It would enable OIOS to carry out performance audits in peacekeeping missions, as recommended by the Board of Auditors. These audits are more resource intensive than traditional audits. At the same time, due to the high-risk nature of peacekeeping operations, compliance and risk-based audits should continue;

(b) The presence of resident auditors in missions would enable OIOS to provide reasonable assurance to management that the established internal controls are functioning effectively;

(c) It would provide a deterrent against the possibility of mismanagement, waste, abuse or fraud in high-risk missions;

(d) It would enable OIOS to conduct horizontal audits of peacekeeping missions which are an essential tool for improving the economy, efficiency and effectiveness of peacekeeping missions;

(e) It would facilitate the process through which OIOS identifies and provides management with advice on significant problem areas.

807. The budgetary impact of the increase of nine posts for UNIFIL and UNMIT would be reduced by the abolition of four ONUB resident auditor posts (1 P-5, 1 P-4, 1 P-3, 1 GS (OL)) resulting from the liquidation of ONUB and one P-3 post in UNMEE given up by OIOS since the mission is downsizing.

Transfer of the Middle East Resident Audit Office to the United Nations Interim Force in Lebanon

808. Following the July/August 2006 crisis, UNIFIL is progressively enhancing its operational capabilities in order to fulfil its responsibilities under Security Council resolution 1701 (2006). A current total of around 9,450 troops from 20 different countries has been deployed.

809. The approved budget for the Special Account for UNIFIL amounts to $97,579,600 for the period from 1 July 2006 to 30 June 2007 inclusive of $93,526,200 for the maintenance of the Force, $3,348,000 for the support account for peacekeeping operations and $705,400 for UNLB. The amount of $97,579,600 does not include the financial implications of the expansion of UNIFIL. As a result of the expansion of UNIFIL and the need to ensure the adequate oversight coverage of the expanded operations in the region, the Under-Secretary-General for Internal Oversight Services took the decision to transfer the Middle East Resident Audit Office from Nicosia to Lebanon and co-locate the office with the UNIFIL Resident Audit Unit. The Chief Resident Auditor (P-5) of the UNIFIL Resident Audit Unit will also oversee the operations of the Middle East Resident Audit Office, thereby resulting in a reduction of one Resident Auditor post at the P-5 level.

United Nations Mission in the Sudan (transfer and conversion of 11 general temporary assistance positions to posts)

810. The Advisory Committee on Administrative and Budgetary Questions in its report dated 22 June 2006 (A/60/900) recommended acceptance of the staffing resources in UNMIS (1 P-5, 4 P-4, 3 P-3, 3 GS (OL)) to be funded under general temporary assistance. The General Assembly in its resolution 60/268 approved these resources under the 2006/07 support account, and since these are continuing requirements, it is proposed to convert the 11 positions to temporary posts in 2007/08.

Pool of resident auditors

811. The number and level of currently approved and proposed Resident Auditor and Auditing Assistant posts in the peacekeeping missions are as follows:

(Thousands of United States dollars for budget levels)

	Approved (2006/07) as general temporary assistance posts						*Proposed (2007/08) as temporary posts*						
		Posts						*Posts*					
Mission	*Budget levels*[a]	*P-5*	*P-4*	*P-3*	*GS (OL)*	***Total***	*Budget levels*[a,b]	*P-5*	*P-4*	*P-3*	*GS (OL)*	***Total***	*Variance*
MINUSTAH	516 489	1	1	1	1	**4**	500 000	1	1	1	2	**5**	1
MONUC	1 [illegible]33 672	1	3	2	2	**8**	1 100 000	1	4	2	3	**10**	2
ONUB	292 272	1	1	1	1	**4**	—	—	—	—	—	—	(4)
UNMEE	176 664	—	1	1	1	**3**	175 267	—	1	—	2	**3**	—
UNMIK	239 890	1	1	1	1	**4**	219 207	1	1	1	2	**5**	1
UNMIL	722 422	1	3	2	2	**8**	716 856	1	3	2	2	**8**	—
UNMIS[c]	969 469	—	—	—	—	—	1 600 000	1	4	3	3	**11**	11
UNMISET	1 662	—	—	—	—	—	—	—	—	—	—	—	—
UNOCI	418 777	1	1	1	1	**4**	420 000	1	1	1	2	**5**	1
MINURSO[d]	45 540	—	—	—	—	—	42 804	—	—	—	—	—	—
UNDOF[d]	41 521	—	—	—	—	—	39 976	—	—	—	—	—	—
UNFICYP[d]	44 184	1	1	—	1	**3**	44 954	—	—	—	—	—	(3)
UNIFIL[d,e]	94 253	—	—	—	—	—	94 112	1	3	2	3	**9**	9
UNOMIG[d]	34 562	—	—	—	—	—	33 623	—	—	—	—	—	—
UNMIT[e]		—	—	—	—	—			1	1	1	**3**	3
Total	**4 838 916**	**8**	**14**	**9**	**11**	**42**	**5 126 799**	**7**	**19**	**13**	**20**	**59**	**17**

[a] Exclusive of budgeted voluntary contributions in kind.

[b] Data for the 2007/08 period are provisional estimates, pending the submission of the proposed budget to the General Assembly.

[c] The staffing and staff costs relating to the resident auditor unit in UNMIS in 2005/06 were not reflected in the support account but in the mission budget.

[d] Coverage from the Middle East Resident Audit Office based in UNFICYP in 2005/06 and transferred to UNIFIL in 2006/07.

[e] The staffing and staff costs relating to the resident auditor unit in UNIFIL and UNMIT in 2006/07 were not reflected in the support account but in the mission budget.

Investigations Division

812. Given the ongoing nature of the requirement for the investigation of serious misconduct by the OIOS Investigations Division (as mandated by the General Assembly in resolution 59/287, para. 3), all Investigators posts should be funded not from general temporary assistance but through support account posts. Furthermore, the ability to recruit and retain experienced investigators to work as Resident Investigators rests with the ability to offer a contract with a reasonable duration, some degree of security and anticipation of career development.

813. OIOS would like to emphasize that the staffing level for its activities in peacekeeping operations and especially the structure of such staffing may be affected during the budget period by two important exercises: the ongoing examination and rationalization of OIOS investigative caseload and the overall review of the Investigations Division's investigative capacity, skills inventory, investigative standard operating procedures and reporting procedures that will be

started shortly. The rationalization of the investigative caseload entails a case-by-case review of the approximately 400 cases currently under active investigation with a view to ensuring that their status is correct, that the progress of investigations is under control and that investigative tasks and investigative resources at various geographic locations are balanced. The comprehensive review of the Investigations Division is aimed at determining its optimal functional and geographic structure and making its processes and procedures more effective.

814. The outcome of these two exercises would entail the readjustment of staff strength of the Investigations Division team at different peacekeeping operations to make it commensurate with the quantitative and qualitative dimensions of the caseload at each location. This implies that the submission reflects the status quo at the time it was produced and that modifications of staff strength at different geographic locations could occur, within the authority of the Under-Secretary-General for Internal Oversight Services and within the overall parameters of the budgetary provision, in order to enhance the overall effectiveness of investigative activities.

(i) Conversion of general temporary assistance positions

815. The conversion to support account posts of a total of 63 general temporary assistance positions in the Investigations Division is requested. The proposal relates to 32 posts approved in 2005/06, but authorized as general temporary assistance in 2006/07 and to 31 general temporary assistance positions approved for the strengthening of OIOS investigative capacity.

New York (1 P-3, 1 GS (OL))

816. The re-establishment of the P-3 post approved in 2005/06 and the conversion from general temporary assistance of a General Service (Other level) Information Technology Assistant position approved for the strengthening of the investigative capacity is requested. The Information Technology Assistant would assist the P-3 Programme Officer and the Information Technology Assistant in Vienna in acting as first-level IT support, provide technical advice guidance and training to clients and new staff, install, administer and troubleshoot software, assist in identifying the need for new systems or re-engineering of the existing systems, manage the interface of Department of Peacekeeping Operations case data with the OIOS systems and occasionally develop software programmes when need arises, focusing on New York needs. In addition, the New York Information Technology Assistant would undertake the maintenance of the computer systems and programmes necessary for the production of the statistics required by the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and the Under-Secretary-General for Internal Oversight Services.

Vienna and Nairobi (1 D-1, 1 P-5, 5 P-4, 12 P-3, 1 GS (PL), 5 GS (OL))

817. In addition to the re-establishment of 15 posts approved in 2005/06 (5 for Nairobi (2 P-4, 2 P-3, 1 NGS) and 10 for Vienna (1 D-1, 1 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL))), a total of 8 P-3 Investigators in Vienna (4) and Nairobi (4) and 2 General Service Investigation Assistants approved as general temporary assistance to strengthen the OIOS investigative capacity are proposed for conversion to support account posts. The investigators organize and supervise investigations of the

most serious and complex cases of alleged misconduct, malfeasance, mismanagement, waste of resources, abuse of authority or violations of the United Nations rules, regulations and administrative instructions and review all case-related reports of investigations. One of four P-3 general temporary assistance positions, which was authorized for the Investigations Division in Nairobi, has been created as a P-4 for the position of Operations Manager/Team Leader, Investigations Division, OIOS in Nairobi, and it is proposed that this reclassification be regularized (see also additional justification below).

818. Two General Service Investigation Assistants in Nairobi and Vienna (one each) would assist in the maintenance of a body of investigation reference files, conduct reference searches, assist investigators by locating and summarizing information relevant to matters under investigation, manage individual case files, maintain statistical records of investigations and monitor acceptance and implementation of OIOS recommendations issued to departments. They would travel with investigators and work on cases in various peacekeeping operations. They would also assist the Operations Manager and the investigators in drafting, editing and conducting a final check for a variety of specialized documentation. They would service various committees and other meetings, including assisting in the preparation of pre-, in- and post-session documents.

United Nations Organization Mission in the Democratic Republic of the Congo (2 P-4, 6 P-3, 1 GS (OL), 4 NGS)

819. In MONUC, it is requested that four posts approved in 2005/06 (1 P-4, 1 P-3, 2 NGS), authorized under general temporary assistance in 2006/07 be re-established, including the conversion of one national General Service post into a GS (OL) post. It is also requested that four posts (1 P-4, 1 P-3, 2 NGS) approved for ONUB in 2005/06 and continued as general temporary assistance in 2006/07 be re-established as posts and transferred to MONUC. It is requested that five general temporary assistance positions (2 P-3 from MONUC, 2 P-3 transferred from ONUB and 1 NGS from MONUC) approved for the strengthening of the OIOS investigative capacity in 2005/06 and 2006/07 be converted to support account posts.

820. These transfers and conversions would establish a total of six Investigator posts (P-3) in MONUC (4 for Kinshasa and 2 based in Goma to cover the eastern part of the Democratic Republic of the Congo). Due to the size of the mission area and following the closure of ONUB six Investigators are required to provide sufficient coverage. The Chief Resident Investigator (P-4) (approved as a post for 2005/06) would need to be able to deploy two separate teams, composed of two investigators as per international standards, to provide sufficient coverage and he or she would act to supplement one of the teams.

United Nations Operation in Côte d'Ivoire (1 P-4, 3 P-3, 2 NGS)

821. As part of the strengthening of the investigative capacity one P-4 and four P-3 posts have been authorized as general temporary assistance since 2005/06. It is requested that the four posts be regularized as support account posts and that one of the P-3 Investigators be transferred to the resident investigation unit in UNMIL. The Chief Resident Investigator (P-4) would need to be able to deploy two separate teams, composed of two P-3 investigators as per international standards, and he or she would act to supplement one team. In addition, the establishment of two new

NGS posts — one as an Administrative Assistant and the other as a Language Assistant — is requested (see below).

United Nations Mission in the Sudan (1 P-4, 4 P-3, 1 GS (OL), 1 NGS)

822. In line with the structure proposed for UNOCI, the conversion of one P-4 Chief Resident Investigator and four P-3 Investigators posts approved under general temporary assistance for UNMIS to the support account posts is requested. In addition, the establishment of one new General Service (Other level) and one national General Service posts — one General Service (Other level) as an Administrative Assistant and one national General Service as a Language Assistant — is requested (see below).

United Nations Mission in Liberia (1 P-4, 4 P-3 and 2 NGS)

823. One P-4, one P-3 and two national General Service posts were authorized as posts in 2005/06. In addition two P-3 Investigators were approved under general temporary assistance as part of the strengthened investigative capacity. It is proposed that these posts be regularized and supplemented by the P-3 Investigator post relocated from UNOCI, thus establishing the same structure with the possibility of deployment of two teams, as described above.

United Nations Stabilization Mission in Haiti (1 P-4, 3 P-3,1 GS (OL), 2 NGS)

824. The conversion to support account posts of one P-4, one P-3 and two national General Service posts, of which one is being proposed for conversion to General Service (Other level), approved in 2005/06 and authorized as general temporary assistance in 2006/07 and of two P-3 and one national General Service posts approved as general temporary assistance for the strengthening of the OIOS investigative capacity since 2005/06 is requested. The Chief Resident Investigator (P-4) would need to be able to deploy one team, composed of two P-3 Investigators and one national General Service Investigative Assistant as per international investigation standards, and he or she would act to supplement one team. It is also requested that the post of a locally recruited Translator (NGS), providing translation support when dealing with subjects and witnesses who speak only a local dialect, approved under general temporary assistance as a support account post, be regularized.

(ii) Reclassifications

825. Given that the concept of general temporary assistance funds utilization allows a certain degree of flexibility to meet the staffing requirements of the OIOS management, one of four P-3 positions, which was authorized for the Investigations Division in Nairobi, has been created as a P-4 post for the position of Operations Manager, of the Investigations Division in Nairobi. The Operations Manager is acting as a team leader and is responsible for all investigations conducted by Investigations Division in Africa and all peacekeeping operations in Africa and Haiti. He or she organizes and supervises investigations of the most serious and complex cases of alleged misconduct, malfeasance, mismanagement, waste of resources, abuse of authority or violations of the United Nations rules, regulations and administrative instructions and review all case-related reports of investigations.

This includes gathering information, conducting interviews and ensuring the preparation of investigation reports.

826. The Operations Manager in Nairobi is also responsible for managing the investigators deployed to the field. He or she coordinates both individual investigations and task forces in addition to reallocating resources as necessary between locations. In Nairobi, the Operations Manager has under his or her responsibility increased team deployments, handles various sensitized issues, e.g., sexual exploitation and abuse, and manages a total of 9 Nairobi-based investigators and 22 mission-based investigators deploying and redeploying throughout Africa.

827. With the changed case reporting requirements requested by the General Assembly in its resolution 59/287, OIOS expects to receive an estimated 800 peacekeeping operation cases between July 2007 and June 2008, to issue 160 investigation reports, to submit 150 referrals to relevant programme managers for comment and action prior to OIOS investigation and 20 advisories to the Department of Peacekeeping Operations and mission management to proposed category I or conducted category II investigations.

(iii) New posts (including transfers from peacekeeping mission budgets)

United Nations Interim Force in Lebanon (1 P-4, 3 P-3, 2 NGS)

828. The Chief Resident Investigator (P-4) would be located in UNIFIL and would be entrusted with the responsibility of serving as Head of Office in Peacekeeping Operations. As such, he or she would have the responsibility to manage a medium-sized team of investigators, as well as language and administrative assistants, undertake complex investigations and be responsible for outputs of relevant offices and interaction with senior mission managers. He or she would coordinate all category I investigations and be required to interact with senior mission and troop-contributing country managers on investigation matters on a routine basis. The post should be at the same P-4 level as the other Chief Resident Investigators in the other peacekeeping missions.

829. The transfer of three new P-3 posts is requested to ensure that UNIFIL has adequate resources to immediately address investigative requirements.

830. In addition to these Professional posts, the transfer of two national General Service posts (Investigative Assistant and Language Assistant) approved in the mission budget, is proposed to provide the necessary backstopping for the investigation unit in UNIFIL.

United Nations Integrated Mission in Timor-Leste (1 P-4, 1 P-3, 2 NGS)

831. The transfer of one P-4 and one P-3 post from the UNMIT budget is requested to act as Chief Resident Investigator and to supplement the investigations team, composed of two Investigators as per international standards.

832. In addition to these Professional posts, the transfer of two national General Service posts (Investigative Assistant and Language Assistant) approved in the mission budget, is proposed to provide the necessary backstopping for the Investigations Division unit in UNMIT.

Assistance to UNMIS and UNOCI (1 GS (OL) and 1 NGS)

833. Given that no Language Assistant (translator) and Administrative Assistant posts were authorized for UNMIS and UNOCI, OIOS requests one national General Service post for each of these missions to assist the investigators in providing translation support when dealing with subjects and witnesses who speak only a local dialect and one national General Service post for UNOCI and one General Service (Other level) for UNMIS to provide administrative support.

(iv) *Redeployments*

834. Due to the increased operational workload and taking into consideration the ongoing nature of the post requirement in Liberia, one P-3 (general temporary assistance) post has been relocated from UNOCI to UNMIL. OIOS requests that the new post location be reflected in the 2007-2008 budget submission.

835. Due to the size of the MONUC mission area and following the closure of the OIOS office in ONUB it is required to redeploy the following resources from ONUB to MONUC: one P-4, three P-3, one national General Service Language Assistant and one national General Service Administrative Assistant posts.

Investigative capacity

836. The currently approved (2005/06 and 2006/07) resources for the OIOS investigative capacity, in terms of posts and general temporary assistance positions for investigations relating to cases of sexual exploitation and abuse as proposed in documents A/59/730 and A/C.5/59/28/Add.1 and Add.1/Corr.1 and approved by the General Assembly in its resolution 59/301, are as follows:

	Approved (2006/07)												
	Posts in 2005/06, general temporary assistance in 2006/07								*General temporary assistance*				
					General Service						*General Service*		
Duty station/mission	*D-1*	*P-5*	*P-4*	*P-3*	*Principal level*	*Other level*	*National*	***Total***	*P-4*	*P-3*	*Other level*	*National*	***Total***
New York	—	—	—	1	—	—	—	**1**	—	—	1	—	**1**
Vienna	1	1	2	3	1	2	—	**10**	—	4	1	—	**5**
Nairobi	—	—	2	2	—	1	—	**5**	—	4	1	—	**5**
MINUSTAH	—	—	1	1	—	—	2	**4**	—	2	—	1	**3**
MONUC	—	—	1	1	—	—	2	**4**	—	2	—	1	**3**
ONUB	—	—	1	1	—	—	2	**4**	—	2	—	—	**2**
UNMIL	—	—	1	1	—	—	2	**4**	—	2	—	—	**2**
UNMIS	—	—	—	—	—	—	—	—	1	4	—	—	**5**
UNOCI	—	—	—	—	—	—	—	—	1	4	—	—	**5**
Total	**1**	**1**	**8**	**10**	**1**	**3**	**8**	**32**	**2**	**24**	**3**	**2**	**31**

837. The proposed level of staffing for the OIOS investigative capacity in 2007/08 is as follows:

	Proposed (2007/08)												
	Posts								General temporary assistance				
					General Service						General Service		
Duty station/mission	*D-1*	*P-5*	*P-4*	*P-3*	*Principal level*	*Other level*	*National*	***Total***	*P-4*	*P-3*	*Other level*	*National*	***Total***
New York	—	—	—	1	—	1	—	**2**	—	—	—	—	—
Vienna	1	1	2	7	1	3	—	**15**	—	—	—	—	—
Nairobi	—	—	3	5	—	2	—	**10**	—	—	—	—	—
MINUSTAH	—	—	1	3	—	1	2	**7**	—	—	—	—	—
MONUC	—	—	2	6	—	1	4	**13**	—	—	—	—	—
UNMIL	—	—	1	4	—	—	2	**7**	—	—	—	—	—
UNMIS	—	—	1	4	—	1	1	**7**	—	—	—	—	—
UNOCI	—	—	1	3	—	—	2	**6**	—	—	—	—	—
UNMIT	—	—	1	1	—	—	2	**4**	—	—	—	—	—
UNIFIL	—	—	1	3	—	—	2	**6**	—	—	—	—	—
Total	**1**	**1**	**13**	**37**	**1**	**9**	**15**	**77**	—	—	—	—	—

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$19 712.6	$19 712.6	—

838. The estimate of $19,712,600 would provide for salaries, common staff costs and staff assessment for 157 continuing posts and transfers from peacekeeping missions' budgets and the net increase of 8 new posts (2 NGS at UNOCI, 2 NGS at UNMIS, and 2 P-4, 1 P-3 and 1 P-2 for the Inspection and Evaluation Division).

839. In the performance reports of the past two financial periods substantial unencumbered balances under international staff and general temporary assistance have been recorded in OIOS. This is due primarily to actual average vacancy rates being higher than budgeted for a large number of new posts and general temporary assistance positions approved in the past two budget cycles, together with the high turnover of staff in peacekeeping missions resulting from the difficult and inadequate living conditions that have placed an extraordinary burden on the recruitment activities of the OIOS Executive Office. In view of past expenditure trends, a higher vacancy rate of 25 per cent (50 per cent for new posts) has been applied to the budgeting of staff costs for OIOS personnel in the peacekeeping missions.

	Cost estimates	*Variance*	
General temporary assistance	$91.5	($17 642.5)	(99.5%)

840. The requested amount of $91,500 would provide for general temporary assistance as follows:

(a) The provision of $45,750 is requested for general temporary assistance for six person-months for administrative support to maintain and update internal databases, coordinate travel arrangements, maintain records of inspections and recommendations and monitor the status of their implementation. To support the establishment and maintenance of the Inspection and Evaluation Division's databank, training database and Excel application for the processing of responses to inspection questionnaires, and in the areas of research, preparing background material, compiling analyses and summarizing data;

(b) Resources amounting to $45,750 for six months of general temporary assistance at the General Service (Other level) level are requested by the internal Management Consulting Section to hire temporary support for project overlap when multiple projects run parallel, i.e., during work-intensive phases of start-up of new projects and simultaneous finalization of current projects. Project implementation may be delayed during these periods without additional support to handle the workload. In particular, general temporary assistance is necessary to support the project teams in coordinating labour-intensive project finalization (including final presentations, action plans, etc.) that requires almost daily team and client meetings, as well as labour-intensive research, compilation, analysis and summarization of basic information/data relevant for the start-up of management consulting assignments. In 2006/07, the internal Management Consulting Section had only one General Service post funded through the regular budget to provide support for six Professionals (2 funded from the support account and 4 from the regular budget).

	Cost estimates	*Variance*	
Consultants	$616.7	$94.0	18.0%

841. The estimate of $616,700 would provide for consultancy requirements for the 2007/08 period as follows:

Expertise	*Person-months*	*Amount (United States dollars)*	*Output reference*
Support to multidimensional inspections of peacekeeping operations (Inspection and Evaluation Division)	12	160 000	6-8 inspection reports on the review of peacekeeping operations Provision of military expertise to peacekeeping operational activities as identified by risk analysis
IT, Internet forensic (Investigations Division — Nairobi, New York and Vienna)	12	157 200	800 reviews and analyses of misconduct allegations for decisions as to jurisdiction and investigation action 160 investigation reports 150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations

Expertise	*Person-months*	*Amount (United States dollars)*	*Output reference*
IT Audit Specialists (Internal Audit Division)		80 000	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Air Operations Experts (Internal Audit Division)		100 000	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Business process and organizational change management (internal Management Consulting Section)	6	89 500	Peacekeeping related management consulting assignments implemented as requested by peacekeeping missions, UNLB and peacekeeping-related entities at Headquarters
Training		30 000	
Total		**616 700**	

842. Consultancy funds amounting to $160,000 are requested for three consultants to provide support to peacekeeping inspections in the areas of operational review and risk assessment of important aspects of peacekeeping in order to improve the efficiency and effectiveness of peacekeeping operations. The consultancy would provide support to plan and conduct multidimensional inspections of peacekeeping missions.

843. In each of the duty stations at Nairobi, New York and Vienna, the services of two consultants are required for a period of two months each to cover such areas as IT, Internet forensic recovery, financial auditing, DNA sampling and testing or handwriting analysis. These skills are specialized and not part of normal investigator skill sets. For this purpose specialists would be required for cases where specialist skills do not currently exist.

844. An amount of $80,000 is requested for IT audit specialists who would work with the internal Audit Division on a co-sourcing basis where the specialists would be called upon to do specific technical IT audit work pertaining to peacekeeping operations. Under this co-sourcing arrangement, specialists would work with and under Internal Audit Division supervision on an hourly or daily basis, whenever Internal Audit Division needs technical assistance, rather than on a "per project" basis on a full outsourcing arrangement.

845. The Air Operations Experts ($100,000) would assist the Internal Audit Division in conducting a horizontal audit of air operations at the Department of Peacekeeping Operations at Headquarters and across major peacekeeping missions. Several missions operate large aircraft fleets requiring major investments in personnel, equipment and infrastructure. This is a high-risk area that needs to be audited by engaging external expertise.

846. To effectively provide the specific support requested by the Department of Peacekeeping Operations in 2007/08, the expertise of the internal Management Consulting Section in improving operational processes and enabling organizational change needs to be complemented with external expertise in specialized methodologies and specific tools. During 2007/08, specialized expertise to enable the institutionalization of continuous process improvement capacity in the Department of Peacekeeping Operations would be required in the context of restructuring and overall implementation of peace operations reform. Anchoring such process improvement capabilities in the Department would require, inter alia, integrating an appropriate process improvement methodology throughout the Department's core operations, achieving early benefits and developing a deployment strategy, including some workforce transitioning. The internal Management Consulting Section is requesting $89,500 to provide the specialized knowledge and access to customized tools that are not available in the Section.

847. Consultancy requirements in connection with scheduled training activities amount to $30,000. They include a customization and presentation fee for: (a) comprehensive training on auditing peacekeeping business processes, including procurement, finance, human resources management and transportation and logistics issues; (b) a training course on professional auditing standards to review the professional performance standards, code of ethics and related requirements that auditors should comply with in the conduct of audits as well as on the role auditors play in the governance structure of the Organization; and (c) a training course to obtain a fundamental understanding of how to use IT audit tools to identify unusual data patterns, trends and indicators of fraud and to enable all auditors to conduct audits using effective computer-assisted auditing sampling techniques.

848. The variance of $94,000 is due to the expanded scope of OIOS activities that require a wide area of expertise not possessed by staff members. Retaining those with the expertise year round as staff members would not be efficient for occasional needs.

	Cost estimates	*Variance*	
Official travel	$2 367.5	$750.7	46.4%

849. The provision of $2,367,500 is required for travel requirements, as follows:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessment/consultation — 8 inspection visits to peacekeeping missions (Inspection and Evaluation Division)	171 200	6-8 inspection reports on the review of peacekeeping operations Military expertise provided to peacekeeping operational activities as identified by risk analysis
Consultant's travel (Investigations Division — Nairobi, New York and Vienna)	113 000	800 reviews and analyses of misconduct allegations for decisions as to jurisdiction and investigation action 160 investigation reports 150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations
Case travel (Investigations Division — Nairobi, New York and Vienna)	677 900	800 reviews and analyses of misconduct allegations for decisions as to jurisdiction and investigation action 160 investigation reports 150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations
Case travel (Investigations Division — all peacekeeping missions)	70 000	800 reviews and analyses of misconduct allegations for decisions as to jurisdiction and investigation action 160 investigation reports 150 referrals to programme managers for comment and action prior to OIOS investigation or closure of case 20 advisories to the Department of Peacekeeping Operations and mission management related to proposed category I or conducted category II investigations
Assessment Centre interviews, Geneva (Internal Audit Division)	38 800	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions

Type of travel	*Amount (United States dollars)*	*Output reference*
		2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Audit supervision visits to peacekeeping missions (Internal Audit Division)	31 100	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Audit travel for Headquarters-based auditors (Internal Audit Division)	71 000	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Audit — Resident Auditors' travel to Headquarters (Internal Audit Division)	71 200	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions 2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Resident Auditor's case travel (Internal Audit Division — UNIFIL)	32 100	10 audit reports by United Nations Headquarters auditors 100 audit reports by resident auditors located in peacekeeping missions 2 horizontal audit reports on cross-cutting issues 10 risk assessment exercises by resident auditors in peacekeeping missions

Type of travel	*Amount (United States dollars)*	*Output reference*
		2 professional development training programmes for resident auditors and an annual conference of chief resident auditors
Mission planning/assessment/ consultation (internal Management Consulting Section)	36 300	Peacekeeping-related management consulting assignments implemented as requested by peacekeeping missions, UNLB and peacekeeping-related entities at Headquarters
Training-related travel	1 054 900	—
Total	**2 367 500**	

850. An amount of $171,200 is required for the Inspection and Evaluation Division for two staff members travelling to two peacekeeping missions for one week in each mission for each of the six to eight inspections.

851. An amount of $113,000 is requested by the Investigations Division for the travel of the requested consultants. In each of the duty stations of Nairobi, New York and Vienna, the services of two consultants are required for a period of two months each to cover such areas as IT, Internet forensic recovery, financial auditing, DNA sampling and testing or handwriting analysis. These skills are specialized and not part of normal investigator skill sets. For this purpose specialists will be required for cases where specialist skills do not currently exist.

852. The amount of $677,900 is requested for case-related travel by staff of the Investigations Division. It is expected that eight investigators from Nairobi will complete 6 trips of three weeks each for a total of 48 trips. It is expected that the investigator from New York will complete two trips of two weeks. It is expected that 10 investigators from Vienna will complete 6 trips of three weeks each during 2007/08 for a total of 60 trips.

853. The sum of $70,000 is requested for the Investigations Division for case-related travel to missions. The OIOS resident investigator offices in MINUSTAH, MONUC, UNIFIL, UNMIL, UNMIS, UNMIT and UNOCI are required to undertake regional travel at an estimated cost of $10,000 per mission, per annum.

854. The amount of $38,000 is requested by the Internal Audit Division for three Assessment Centre interview missions to Geneva: Headquarters-based auditors would travel to Geneva for interviews at the Assessment Centre and to Asmara, Khartoum and Kinshasa, to supervise resident audit staff.

855. The amount of $31,100 is requested for four Audit Supervision visits to missions. Headquarters-based Auditor would travel to Monrovia, Abidjan, Timor-Leste, Naquora, Kuwait and Port-au-Prince to supervise resident audit staff.

856. The amount of $71,000 is requested by the Internal Audit Division for travel by Headquarters-based auditors. The auditors would travel to audit the air Operations at Khartoum and Monrovia, to audit UNOMIG, to audit the civilian police component at Port-au-Prince and to attend the technical conference of the Institute of Internal Auditors at Amsterdam.

857. The amount of $71,200 is requested for 10 resident auditors to travel to New York for the annual work planning meeting in October 2007, consultations and presentation to the Fifth Committee.

858. The amount of $32,100 is requested for the Resident Auditor's case travel. The Middle East Regional Audit Office provides audit coverage to all Middle East peacekeeping missions. With its transfer from UNFICYP to UNIFIL, UNIFIL Resident Auditors will travel to audit UNTSO in Jerusalem, UNDOF in the Syrian Arab Republic, UNSCO in Gaza, and UNFICYP in Cyprus.

859. In the internal Management Consulting Section, an amount of $36,300 is requested for the travel of staff to peacekeeping missions and to UNLB. Anchoring the process improvement capacity and increasing the effectiveness and efficiency of peacekeeping operations requires that peacekeeping operations as well as UNLB are closely integrated in the capacity-building effort. Since most of the processes of the Department of Peacekeeping Operations are related to field operations, process improvements need to be based on the perspective from the field. Furthermore, there is an articulated need to support field missions and UNLB in improving their processes. To respond to these needs for change and, in particular, process improvement capacity-building support, it is expected that two staff members will complete travel to from two to four peacekeeping missions (to the African region) in two trips and that two staff members will complete travel to UNLB in two trips.

860. Total travel requirements in connection with scheduled training activities amount to $1,054,900. They include:

(a) The amount of $9,600 for an advanced training course on the evaluation of conflict resolution interventions aiming to enhance the understanding of the main challenges to conducting evaluations of conflict resolution projects, focusing on peacekeeping and peacebuilding programmes;

(b) The amount of $9,600 for training for the civilian-military coordination programme in order to enhance the understanding of use of civilian and military defence resources in support of humanitarian relief in integrated peace operations;

(c) The amount of $112,550 for the travel of 25 investigators to attend external courses in advanced investigations techniques one week per year, to maintain professional standards in areas of specialization such as financial crimes, IT-related crimes and forensic crimes;

(d) The amount of $216,000 for the travel of 54 investigators from all duty stations and missions worldwide to attend a one-week in-house course in investigation issues with the objective of sharing lessons learned, learning colleagues' effective approaches and standardizing interviewing and report-writing techniques;

(e) The amount of $294,950 to cover the cost of the first part of the one-week administration and management training course pertaining to peacekeeping operations at UNLB for resident auditors and Headquarters-based auditors during September 2007. A total of 40 resident auditors and 4 Headquarters-based Auditors would attend the training;

(f) The amount of $359,650 to cover the cost of the second part of a one-week administration and management training course pertaining to peacekeeping operations at UNLB for resident auditors and Headquarters-based auditors during

May 2008. A total of 50 resident auditors and 4 Headquarters-based auditors would attend the training;

(g) The amount of $37,000 for the travel of instructors to present the course in Brindisi for both (e) and (f) above;

(h) The amount of $6,950 for 10 resident auditors to attend a three-day specialized course in procurement fraud while in New York for consultations and planning meetings in October 2007. The estimated cost would provide for three days daily subsistence allowance for each of the resident auditors;

(i) An amount of $8,500 for travel in relation to training activities for staff in the internal Management Consulting Section.

861. The variance ($750,700) relates primarily to the increased frequency and duration of travel to be undertaken by OIOS staff in order for the Office to strengthen its professional capabilities to conduct audit, evaluation, inspection and investigation.

	Cost estimates	*Variance*	
Facilities and infrastructure	$203.0	$156.0	331.9%

862. The amount of $203,000 would provide for the rental of office equipment for New York-based staff and for office supplies and furniture for all staff based on standard costs. The variance is due to the requested increase in posts.

863. Included in this provision is $135,000 requested for 54 A class cabinets for investigators in Nairobi, New York, Vienna, MINUSTAH, MONUC, UNIFIL, UNMIL, UNMIS, UNMIT and UNOCI. The A class cabinets are required to allow investigators to safely store hard copy case data such as working files in their offices. Certain case material must be kept confidential even within the Division, so it cannot be left out on desks or in normal cabinets. Additionally, a recent fire evacuation exercise in Vienna demonstrated that in the event of fire, the fire and security staff would have access to the Division's secured area. Investigators would not be able to place files back in the archives during an evacuation, so must have a means of quickly securing data in their offices.

	Cost estimates	*Variance*	
Communications	$104.0	($27.9)	(21.1%)

864. The estimate of $104,000 would provide for commercial communications ($78,400), based on past expenditure trends, and the acquisition of communications equipment ($5,600) for the new posts based on standard costs.

865. In addition, $8,500 is requested for five additional Blackberry telephones. One Blackberry is required by inspection teams travelling on field assignments to a range of peacekeeping missions to undertake operational reviews and inspections of peacekeeping. This item is critical to save data, store important files and for the timely preparation of reports, summaries and notes from interviews and inspection surveys. OIOS in Vienna requires four Blackberry telephones. The price is $1,700 per telephone, per annum for the telephone and connection fees.

866. A conference call telephone for $1,000 is required for case management discussions between Nairobi and Vienna/New York.

867. Seven satellite telephones are requested, at $10,500. Each Resident Investigator's office requires one satellite telephone for use in remote locations. The price per satellite phone is $1,500.

	Cost estimates	*Variance*	
Information technology	$252.0	$107.0	73.9%

868. A provision of $106,600 is requested for the purchase and maintenance of standard IT equipment based on standard service level agreement costs for each work-station in New York, Nairobi and Vienna. Maintenance costs in the field duty stations are absorbed within the respective missions' budgets.

869. In addition, $33,600 is requested for 21 new laptops: 1 in the Investigations Division in New York; 6 in Vienna; 7 in Nairobi; 1 in the Inspection and Evaluation Division; 1 in the internal Management Consulting Section; 5 in the Internal Audit Division in New York, at the standard rate of $1,600 per laptop.

870. The Investigations Division in Vienna is charged $500 for the annual maintenance of the HP Server services in Vienna, which provides support for the Division-wide case management system.

871. The Investigations Division in Vienna is charged $5,400 (10 per cent of a G-6 staff member's yearly salary) for the annual maintenance of the Windows and Citrix environments in Vienna that are critical to OIOS investigation case management system.

872. OIOS Vienna requires 20 USB memory sticks at a cost of $1,300. The cost per stick is $65.

873. The Investigations Division in Vienna introduced a secure network for its computers during 2005. The United Nations Office at Vienna loaned OIOS two servers in support of this requirement but OIOS must now purchase our own equipment. With the change in case reporting requirements resulting from General Assembly resolution 59/287, OIOS expects to receive significant case data from the Department of Peacekeeping Operations but must store this, initially, on separate servers, to avoid confusion with the Division's internal case file management system. Additionally, the increased staffing level in the field is generating significantly more data and it is expected that new, larger servers will be needed to assist the current case management and Citrix servers. Two servers for a total of $18,000 are required in Vienna, the base of the entire electronic case management system.

874. To ensure uninterrupted and secure access to case-related data, servers ($4,000 each) are needed in the seven missions where OIOS has investigations offices (MINUSTAH, MONUC, UNIFIL, UNMIL, UNMIS, UNMIT and UNOCI).

875. The amount of $1,500 is requested for additional memory for the Citrix server. During 2005, OIOS introduced a secure network for its computers. With the change in case reporting requirements resulting from General Assembly resolution 59/287, OIOS expects to receive significant case data from the Department of Peacekeeping

Operations but must store this, initially, on separate servers, to avoid confusion with the Division's internal case file management system. Additionally, the increased staffing level in the field is generating significantly more pressure on the Citrix server, which could be released by an upgrade of the server memory.

876. The Investigations Division in New York utilizes a case-based time-management system (TimeSheet Professional) for recording activity on every case. Fifty staff members need access to this system, which is accessed via the Internet with a licensing agreement. OIOS is charged $30 per licence ($1,500).

877. GoToAssist is a software for remote support that allows the Vienna based IT specialist to log on to any staff member's computer irrespective of the staff member's location. A GoToAssist licence costs $1,200 per year.

878. The amount of $18,000 is requested for iLookForensic. OIOS offices in Nairobi, New York and Vienna require equipment for forensic recovery activity in investigations. The Forensic Recovery of Evidence Device (FRED), a forensic workstation, costs approximately $6,000. One workstation is needed in each of the three offices.

879. The amount of $6,000 is requested for interactive data extension and analysis or audit common language software. The annual support and maintenance of six licences costs $1,000 each.

880. An amount of $30,400 is required by OIOS to cover its peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices at Headquarters on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Medical	$1.1	$1.1	—

881. The OIOS share of the medical services of the United Nations Office at Nairobi is $1,100 per year.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$143.0	$22.2	18.3%

882. The provision of $143,000 is requested for other supplies, services and equipment, including cassette recorders and binoculars for the investigation units in peacekeeping missions, funds for DNA tests and digital cameras.

883. OIOS requires $9,500 to access Dunn and Bradstreet online subscriptions for case research purposes. OIOS has used the services of Dunn and Bradstreet extensively for several years and it has provided critically important information in many investigations. Other costs include:

(a) Online subscriptions for case research purposes, $3,700;

(b) Subscription, standing orders (e.g. Information Industry Association membership fees, etc.), $7,500;

(c) Library books, such as the Information Industry Association professional practice handbook), $5,000;

(d) Other miscellaneous services, $5,000.

884. The amount of $3,400 would provide for the purchase of whiteboards for the internal Management Consulting Section.

885. In addition, $82,100 is requested for training fees for external courses, supplies and materials for in-house training activities.

E. Executive Office of the Secretary-General

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*	
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	100 per cent of reports to intergovernmental bodies are submitted by due date
	1.2	All documents (reports, talking points, statements, letters, etc.) are revised by the Executive Office of the Secretary-General and returned to the relevant department within a maximum of 4 days

Outputs

- Advice in the preparation (and subsequent revision) of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies
- Advice in the preparation (and subsequent revision) of talking points used by the Secretary-General, statements, presentations and press conferences given by the Secretary-General
- Advice in the preparation (and subsequent revision) of letters of the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors, on peacekeeping matters

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	Number of notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to the Department of Peacekeeping Operations on peacekeeping matters
	3.2	Number of Policy Committee meetings that dealt with peacekeeping matters and degree of implementation of recommendations made

Outputs

- Guidance and advice from the Executive Office of the Secretary-General to the Department of Peacekeeping Operations and missions on peacekeeping matters, in a timely manner
- Policy Committee meetings on peacekeeping issues
- Advice in the preparation (and subsequent revision) of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies

External factors

The number of reports to intergovernmental bodies is dependent on their requests

The expeditious approval of documents depends on developments on the ground and political sensitivities at the moment of approval

The number of letters from the Secretary-General, notes by the Executive Office of the Secretary-General providing guidance to the Department of Peacekeeping Operations, Policy Committee meetings, etc., depends on political events and relevance. Any quantitative target would, therefore, be arbitrary

(b) Human resource requirements

Category	*2006/07*	*2007/08*	*Change*	*Rejustified*[a]
Professional and above				
D-2	1	—	(1)	—
D-1	—	1	1	—
P-5	2	2	—	—
P-4	—	1	1	—
P-3			—	—
Subtotal	**3**	**4**	**1**	**—**
General Service				
Other level	2	3	1	—
Subtotal	**2**	**3**	**1**	**—**
Total	**5**	**7**	**2**	**—**

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	786.2	880.0	1 164.0	284.0	32.3
II. Non-post resources					
General temporary assistance	30.8	22.6	45.8	23.2	102.7
Official travel	—	—	—	—	—
Facilities and infrastructure	6.5	2.5	3.5	1.0	40.0
Communications	12.4	12.0	9.8	(2.2)	(18.3)
Information technology	5.7	6.0	29.9	23.9	398.3
Other supplies, services and equipment	—	—	—	—	—
Subtotal II	**55.4**	**43.1**	**89.0**	**45.9**	**106.5**
Total I and II	**841.6**	**923.1**	**1 253.0**	**330.9**	**35.7**

(d) Justification of post(s)

Downgrading of one D-2 post to the D-1 level

886. The Executive Office of the Secretary-General is restructuring the unit for Political, Peacekeeping and Humanitarian Affairs which is comprised of funding from both the support account and the regular budget. The restructuring consists of downgrading the D-2 post, financed through the support account, to the D-1 level to ensure no overlapping of duties at the senior management level.

887. With regard to the administration of justice, the General Assembly decided in paragraph 17 of its resolution 59/283 that measures should be taken to eliminate the appearance of conflict of interest, and towards that end requested the Secretary-General to proceed with the transfer of the responsibility for formulating a decision on appeals from the Department of Management to the Office of the Secretary-General. The Secretary-General has implemented this decision and the transfer of responsibility will consist of redeploying 1 P-4 and 1 General Service (Other level) posts, financed under the support account, from the Office of the Under-Secretary-General for Management to the Office of the Secretary-General.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 164.0	$284.3	32.3%

888. An amount of $1,164,000 is budgeted for salaries, common staff costs and staff assessment for five continuing posts and the addition of the two transferred posts. The variance reflects the net increase of the downgrading of a D-2 post to the

D-1 level, the transfer of two posts into the Executive Office of the Secretary-General and an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$45.8	$23.2	102.7%

889. The requested amount of $45,800 would provide for six months of general temporary assistance at the General Service (Other level) to assist the Executive Office during peak periods of activities. It is important to have continuous service during the start-up phase of new missions or crisis situations, which create an abnormally high volume of peacekeeping activity.

	Cost estimates	*Variance*	
Facilities and infrastructure	$3.5	$1.0	40%

890. The amount of $3,500 provides for rental of office equipment and office supplies for the five continuing posts at standard rates.

	Cost estimates	*Variance*	
Information technology	$29.9	$23.9	398.3%

891. A provision of $29,900 is requested for the maintenance of IT equipment, which is based on standard service-level agreement costs. Included is an amount of $17,300 required by the Executive Office of the Secretary-General to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

F. Office of the United Nations Ombudsman

(a) Results-based framework

Expected accomplishment 1	*Indicators of achievement*
Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	1.1 100 per cent of cases addressed and action taken within 30 days

Outputs

- Assistance provided for resolving employment-related problems in 400 cases
- 400 cases analysed for early warning to mission leadership about evolving problems and systematic issues in peacekeeping missions in accordance with the terms of reference of the Office of the United Nations Ombudsman

- 7 missions visited and 1,000 brochures distributed to facilitate equal access and awareness raised about the Ombudsman's Office, in particular to local, national and General Service staff
- 4 quarterly meetings with the Secretary-General and the Under-Secretary-General for Peacekeeping Operations about the activities of the Ombudsman relating to peacekeeping operations, including observations on organizational practices, policies and procedures
- 260 meetings with Personnel Management and Support Service of the Department of Peacekeeping Operations
- 4 quarterly newsletters published on the website for the United Nations Ombudsman

External factors

Volatile security situation in missions may curtail visits

(b) Human resource requirements

Category	*2006/07*	*2007/08*	*Change*	*Rejustified*[a]
Professional and above				
P-4	1	1	—	—
Subtotal	**1**	**1**	—	—
General Service				
Other level	1	1	—	—
Subtotal	**1**	**1**	—	—
Total	**2**	**2**	—	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	222.4	274.0	279.9	5.9	2.2
II. Non-post resources					
Official travel	21.0	53.4	61.5	8.1	15.2
Facilities and infrastructure	3.2	1.0	1.0	—	—
Communications	5.0	4.8	2.8	(2.0)	(41.7)
Information technology	2.3	2.4	8.6	6.2	258.3
Other supplies, services and equipment	2.3	12.0	4.8	(7.2)	(60.0)
Subtotal II	**33.8**	**73.6**	**78.7**	**5.1**	**6.9**
Total I and II	**256.2**	**347.6**	**358.6**	**11.0**	**3.2**

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$279.9	$5.9	2.2%

892. The estimate of $279,900 would provide for salaries, common staff costs and staff assessment for two continuing posts. The variance of $5,900 is attributed to an increase in standard salary costs.

	Cost estimates	*Variance*	
Official travel	$61.5	$8.1	15.2%

893. Itemization of travel requirements is given below:

Type of travel	*Amount (United States dollars)*	*Output reference*
Mission planning/assessment/ evaluation	57 800	Analyse 400 cases with systematic issue
Training/conference attendance	3 700	Advice to civilian mission personnel on preventive disputes
Total	**61 500**	

894. The provision of $57,800 would allow the Ombudsman and one staff member to travel to seven peacekeeping missions. The strategy is to address issues and cases that have the potential of evolving into problems. The approach of preventive measures is to reduce the number of cases and bring awareness of the Regulations and Rules of the United Nations to all personnel in peacekeeping missions. The number of cases has increased in the past few years, with 133 cases received in 2004/05, 220 in 2005/06 and an expected 400 cases in 2006/07. Of particular importance are those involving local staff at the missions and it is critical that the Ombudsman visit the missions to address those concerns.

895. The amount of $3,700 is requested for a staff member to attend two three-day training courses within the United States, organized by the International Ombudsman Association. It will provide the necessary training to handle complex cases in a manner that ensures that the strictest confidentiality is maintained. In addition, the requested amount allows for the attendance of one staff member to participate in the annual conference organized by the Association, which provides networking and learning opportunities for practising ombudsmen.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.0	—	—

896. The requested amount of $1,000 would provide for the rental of office equipment and office supplies on the basis of standard cost, which is at the same level as the 2006/07 financial period.

	Cost estimates	*Variance*	
Communications	$2.8	($2.0)	(41.7%)

897. The amount of $2,800 is requested to provide commercial communications based on standard costs. The variance is based on a decrease in the standard costs applied from the 2006/07 financial period.

	Cost estimates	*Variance*	
Information technology	$8.6	$6.2	258.3%

898. The amount of $3,600 is requested for the maintenance and repair of information technology equipment based on the standard service level agreement costs for each work station. The variance is based on an increase in the standard costs from the 2006/07 financial period. In addition, an amount of $5,000 is required by the Ombudsman's Office to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$4.8	($7.2)	(60%)

899. The amount requested of $3,000 is for the distribution of 1,000 brochures by mail regarding the responsibility, awareness and staff assistance of the Ombudsman's Office to peacekeeping missions. The provision of $1,800 is also requested for fees relating to the annual conference of the International Ombudsman Association.

G. Department of Public Information

(a) Results-based framework

Expected accomplishment 1		*Indicators of achievement*
Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1	50 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets

Outputs

- An average of 15 stories per month on topics related to United Nations peacekeeping produced and distributed by satellite to more than 700 broadcasters, including 500 clients of Associated Press Television News (APTN), as well as 60 members of the European Broadcasting Union and 160 members of the Asia-Pacific Broadcasting Union
- Reformatting and uploading of an average of 15 stories per month in broadcast quality to the web for download by broadcasters
- Production and worldwide distribution of five feature stories on peacekeeping a year for the United Nations in Action series
- Field production of two in-depth reports on subjects related to peacekeeping for the Department's monthly television magazine programme, 21st Century
- Production of video for non-broadcast informational purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed

Expected accomplishment 2	*Indicators of achievement*	
Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1	Deployment of the public information component of peacekeeping operation headquarters within 30 to 90 days of the Security Council resolution

Outputs

- Conduct a one-week specialized training course for mission and Headquarters public information personnel identified for possible rapid deployment

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	80 per cent of surveyed peacekeeping operations indicate satisfaction with the quality of support

Outputs

- Provision of strategic guidance and support, from Headquarters and in situ, to 8 peacekeeping missions (MINUSTAH, MONUC, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies
- Provision of advice on public information matters to 5 peacekeeping missions (MINURSO, UNDOF, UNFICYP, UNMEE and UNOMIG)
- Substantive updating and maintenance of seven web pages each for 12 peacekeeping missions (MINURSO, MINUSTAH, MONUC, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMEE, UNMIL, UNMIS, UNMIT, UNOMIG)
- Annual update of the policy and guidance document for public information in United Nations peacekeeping operations

External factors

Peacekeeping partners and stakeholders will cooperate in public information matters

(b) Human resource requirements

Category	2006/07	2007/08	Change	Rejustified[a]
Professional and above				
P-4	2	2	—	—
P-2	—	1	1	—
Subtotal	**2**	**3**	**1**	—
General Service				
Other level	—	1	—	—
Subtotal	—	**1**	**1**	—
Total	**2**	**4**	**2**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2005/06) (1)	Apportionment (2006/07) (2)	Cost estimates (2007/08) (3)	Variance	
				Amount (4)=(3)–(2)	Percentage (5)=(4)÷(2)
I. Post resources	360.5	370.5	504.5	134.0	36.2
II. Non-post resources					
Consultants	2.6	9.5	6.4	(3.1)	(32.6)
Official travel	42.8	52.8	59.5	6.7	12.7
Facilities and infrastructure	0.4	1.0	22.0	21.0	2 100.0
Communications	2.9	2.9	8.4	5.5	189.7
Information technology	—	2.4	19.1	16.7	695.8
Other supplies, services and equipment	0.7	6.0	6.0	—	—
Subtotal II	**49.3**	**74.6**	**121.4**	**46.8**	**62.7**
Total I and II	**409.9**	**445.1**	**625.9**	**180.8**	**40.6**

(d) Justification of new posts

Production Associate and Production Assistant (1 P-2 and 1 GS (OL))

900. The current structure of posts within the Department of Public Information financed through the support account are two posts at the P-4 level located in the Strategic Communications Division to focus primarily on providing strategic guidance and backstopping support for a range of activities, as well as provide training to the public information components of United Nations peacekeeping missions.

901. However, technological advances in the past few years have developed and revolutionized the dissemination of public information between the missions, Headquarters and mass communication. The Department of Public Information has effectively launched an initiative to utilize these technological advances within the Television Production Unit to broadcast video footage about the United Nations and its work in missions around the world.

902. This initiative, called UNifeed, allows for a 10-minute daily satellite feed that reaches approximately 600 broadcasters globally through the APTN Global Video Wire and the European Broadcasting Union. UNifeed has marked a turning point in disseminating video footage about the United Nations, with daily news material from the field, offering a new platform for the distribution of peacekeeping material. When the Department of Public Information launched this project in March 2005, the high volume and high demand for daily news materials was not anticipated. The video footage received from the missions has increased by 60 per cent over the first year and is projected to double to over 416 new stories in 2007/08 due to improvements in transmitting compressed video through the Internet and mission activities. Broadcasters are also requesting up-to-date news material and to maintain the 10-minute daily airtime, the Department needs to continue to receive, organize, edit and send news material. UNifeed is a centralized operation at Headquarters where all the news material is coordinated, standardized, both editorially and technically, and then formatted into a daily news bulletin.

903. UNifeed is within the Television Production Section of the Radio and Television Service. The Section has several functions, including the production of 57 United Nations in Action programmes per year, 12 editions of 21st Century, frequent stories of UNifeed and various ad hoc videos for other departments of the United Nations. The Section also raises funds for production and produces occasional documentaries. The workload of the current posts, consisting of seven Professional and four General Service staff, financed by the regular budget, is at maximum capacity.

904. The UNifeed operation has been meeting the demand by utilizing posts from other areas combined with the internal redeployment of staff. To maintain a seamless UNifeed project and to continue with the high demand, the Department of Public Information is requesting 1 P-2 Associate Producer and 1 General Service (Other level) Production Assistant in the 2007/08 financial period for the Radio and Television Service. The role of the P-2 would contribute significantly in the entire production process for new material in peacekeeping missions. The P-2 Associate Producer would coordinate delivery of footage, direct camera crews to gather information, assist with video editing, liaise with video editing for standard conversion and coordinate translation and adaptation of scripts. The function of the General Service (Other level) Production Assistant would be to draft synopses and prepare final scripts with exact timings; obtain clearance and copyrights; and arrange payments for use of commercial archive materials and royalty fees for music when necessary. The Production Assistant would also assist in arranging meetings, preparing production schedules and tracking video material. The overall purpose of the P-2 and the General Service (Other level) staff members would be to assist with managing and distribution of news material about United Nations peacekeeping.

905. It is not possible to continue supporting this area from the internal redeployment of staff as this has an impact on the workload of the area(s) where the staff members are originally assigned. Planned outputs in 2006/07 for feature stories and documentaries such as 21st Century in other units would either fail to meet deadlines or would not be achieved. The impact on documentaries and feature stories would be greater in 2007/08, decreasing the number of in-depth stories critical for promoting awareness. The requested resources for two posts would ensure that the wide coverage and exposure of anticipated news material in 2007/08 is achieved.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$504.5	$134.0	36.2%

906. The estimated amount of $504,500 is calculated based on salaries, common staff costs and staff assessment for two continuing posts at the P-4 level and two new proposed posts: (1 P-2 and 1 GS (OL)).

	Cost estimates	*Variance*	
Consultants	$6.4	($3.1)	(32.6%)

907. The requirements for consultants are outlined below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Media technology, relations, coordination and planning	—	6 400	To establish strategic guidance and support for effective public information capacity in a new peacekeeping mission and develop an appropriate communications strategy
Total		**6 400**	

908. The amount of $6,400 would cover the cost for two training consultants to conduct training for a one-week specialized training course for all mission and Headquarters public information personnel selected for possible rapid redeployment. The training course is in the areas of media relations, policy coordination with partners and operational and logistical planning during the rapid deployment phase of newly established missions. The training is essential for updating the skills of the staff concerned given the rapid changes occurring in the media world and when the expertise necessary in media technology and planning is not available internally. The level of resources has decreased from the 2006/07 financial period to reflect the reduction from three to two consultants who would be required to provide the training.

	Cost estimates	*Variance*	
Official travel	$59.5	$6.7	12.7%

909. The travel requirements are detailed below:

Type of travel	*Amount (United States dollars)*	*Output reference*
Public information guidance and coordination	30 000	Provision of strategic guidance and support from Headquarters and in situ, to 8 peacekeeping missions in formulations and implementation of public information strategies
Training	29 500	
Total	**59 500**	

910. The amount of $30,000 requested for official travel to four peacekeeping missions is to plan public information activities and coordinate objectives. This resource would provide four visits for one staff member of the Department of Public Information to four missions to work directly with mission personnel in the development of public information strategies and activities to enhance efficient implementation of the public information plan of action. The planned missions to visit are UNIFIL, MONUC, UNMIT and UNOCI.

911. The amount of $29,500 is requested for the travel of two consultants and two Headquarters staff to direct and facilitate a one-week specialized training course at UNLB on multimedia relations to peacekeeping missions and Headquarters public information personnel for rapid redeployment. The variance is due to an increase in travel fees.

	Cost estimates	*Variance*	
Facilities and infrastructure	$22.0	$21.0	2 100.0%

912. The estimated amount of $22,000 would provide for the cost of office supplies and office furniture for two new posts and two continuous posts.

	Cost estimates	*Variance*	
Communications	$8.4	$5.5	189.7%

913. The variance of $5,500 is attributed to a rate change for commercial communications.

	Cost estimates	*Variance*	
Information technology	$19.1	$16.7	695.8%

914. The provision of $9,400 is to provide workstations for the new posts, based on standard costs, and maintenance and repair of IT equipment. In addition, an amount

of $9,700 is required by the Department of Public Information to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$6.0	—	—

915. An amount of $6,000 would provide for the rental of equipment for the one-week training course at UNLB ($3,000) and the purchase of supplies for the training ($3,000). The amount is maintained at the same level as in the 2006/07 financial period.

H. Office of Legal Affairs

(a) Results-based framework

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization
	3.2	Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained

Outputs

Provision of 12 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (Department of Peacekeeping Operations, Procurement Division, etc.), on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of Regulations and Rules of the United Nations
- 215 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions of public international law and rules of engagement), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 20 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law as consistent with the mandates of peacekeeping operations, in respect of violations against peacekeepers and associated personnel and with respect to cooperation with international criminal tribunals as necessary
- 195 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements

- 15 claims, including assistance in resolving contractual and real property disputes, as well as claims for property damage, personal injury and death
- 15 financial questions, including the formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 80 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 75 personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances
- 5 instances of representation in cases brought under the Statute of the United Nations Administrative Tribunal
- 50 legal aspects of security, including the promulgation and application of the United Nations Field Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems.

(b) Human resource requirements

Category	*2006/07*	*2007/08*	*Change*	*Rejustified*[a]
Professional and above				
P-5	3	4	1	—
P-4	4	5	1	—
P-3	1	1	—	—
P-2	—	1	1	—
Subtotal	**8**	**11**	**3**	—
General Service				
Other level	1	2	1	—
Subtotal	**1**	**2**	**1**	—
Total	**9**	**13**	**4**	—

[a] In accordance with General Assembly resolution 58/298, para. 12.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Variance*	
				Amount (4)=(3)–(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	769.5	924.1	2 017.2	1 093.1	118.3
II. Non-post resources					
General temporary assistance	—	743.0	598.5	(144.5)	(19.4)
Official travel	11.1	24.1	24.1	—	—
Facilities and infrastructure	—	33.2	48.0	14.8	44.6
Communications	3.5	7.1	28.0	20.9	294.4
Information technology	7.1	19.0	104.3	85.3	448.9
Other supplies, services and equipment	3.0	3.0	3.0	—	—
Subtotal II	**24.7**	**829.4**	**805.9**	**(23.5)**	**(2.8)**
Total I and II	**794.2**	**1 930.9**	**2 823.1**	**1 069.6**	**61.0**

(d) Justification of new posts

Office of the Under-Secretary-General

Senior Legal Officer (1 P-5)

916. The Office of Legal Affairs is proposing to establish an Office of the Under-Secretary-General which would assist the Under-Secretary-General for Legal Affairs, the Legal Counsel, in the provision of executive direction and management for the Office of Legal Affairs. While all existing units within the Office of Legal Affairs would continue to carry out their mandated responsibilities and functions, the proposed Office of the Under-Secretary-General would undertake Office of Legal Affairs-wide tasks and responsibilities; support the activities of the Legal Counsel; participate in the preparation of documents for the Policy Committee, Management Committee and executive committees; coordinate the flow of documents to and from the Legal Counsel; and support the coordination of activities with United Nations system legal advisers, including those in peacekeeping missions. The Office of the Under-Secretary-General would increase the capacity of the Office of Legal Affairs to ensure effective communication on peacekeeping and other issues within the Office and between the Office and United Nations system entities.

917. The proposed structure of the Office of the Under-Secretary-General would be three Professional posts and two General Service posts. The Office would be funded by the regular budget and the support account as follows: one Special Assistant (P-5), one Legal Officer (P-3) and two Office Assistants (GS (OL)) funded through the regular budget; and one Senior Legal Officer (P-5) funded through the support account. The requested resources for the proposed Office of the Under-Secretary-General would be required at the beginning of the regular budget financial period (1 January 2008) when the Office would be fully funded. In addition to the proposed

P-3 and P-5 posts the Office would consist of posts redeployed from within the Office of Legal Affairs. The Special Assistant would head the Office and be responsible, inter alia, for advising the Legal Counsel on policy and managerial issues and serve as the focal point for United Nations-wide initiatives such as the Policy Committee. The work of the Senior Legal Officer post is described below.

918. Legal advisers throughout the United Nations, including in peacekeeping missions, are addressing a rising number and range of complex legal issues. As regards peacekeeping, one of the fastest growing areas of work, the Office of Legal Affairs supports missions through the provision of legal advice directly to the missions and through the Department of Peacekeeping Operations. The legal questions raised by and in such missions are manifold, and include the scope of mandates, privileges and immunities of the United Nations, personnel policies and procurement, and are rapidly increasing due to the growing number and complexity of peacekeeping missions. As the chief legal officer for the United Nations, the Legal Counsel has for some years convened an annual meeting of system-wide legal advisers. The Legal Counsel, with the support of his fellow legal advisers, has increased the number of meetings and instituted a system of consultation and coordination to improve the effectiveness and quality of the legal advice provided to United Nations entities. Due to strong demand, such coordination has grown in recent years and shows prospects for further growth and deepening.

919. The Legal Counsel has relied, on a part-time basis, on a Legal Officer from the Office of the Legal Counsel to assist him in this endeavour. Such work with legal advisers and legal liaison officers has grown, in part because of the increasing level of work related to peacekeeping, to require a dedicated staff member. In addition, as the coordination responsibilities taken on by the Legal Counsel are not specific to the work of any existing unit within the Office of Legal Affairs, the post would best be placed within the proposed Office of the Under-Secretary-General. The Senior Legal Officer would assist the Legal Counsel to ensure the coordination of activities of legal advisers within the United Nations system, including peacekeeping operations.

Office of the Legal Counsel

Legal Officer, Associate Legal Officer and assistant (1 P-4, 1 P-2 and 1 GS (OL))

920. The role of the Office of the Legal Counsel would be to prepare rules of engagement and to establish agreements with neighbouring mission States and military coordination regulations on behalf of peacekeeping missions. While activities within peacekeeping operations have experienced extraordinary expansion, the Office of the Legal Counsel has also experienced a parallel affect with sharp increases in the workload over the same short period. The growth comparison between the Office of the Legal Counsel and peacekeeping operations is related specifically to the nature of the work that is performed by the Office of the Legal Counsel for peacekeeping missions. The legal peacekeeping matters are more technical and delicate because the nature of the work is innovative, not routine and unprecedented. The changes in peacekeeping operations in the 2006/07 financial period, such as the establishment of new mandates for UNMIS and UNMIT, the expansion of UNIFIL and the transitioning of UNMIK, have infused new legal approaches to ensure that the legal advice provided is thorough and appropriate.

921. The intricacy associated with UNMIS is the legal agreements with the African Union, which are a result of the Security Council perspective whereby peacekeeping support operations should collaborate with other intergovernmental organizations, States or groups of States for military or security support and assistance. With respect to the situation in Darfur, considerable work involves planning and making arrangements for the delivery of the light and heavy support packages from UNMIS to AMIS. The Office of the Legal Counsel is critically involved in the conceptual stage for the possible establishment of either a transition from AMIS to a United Nations operation or alternatively a hybrid African Union-United Nations operation. This type of official group involvement necessitates the negotiation of a complex and delicate legal arrangement. The expansion of UNIFIL also has very complex issues that require legal assistance. For example, the Office of the Legal Counsel is currently establishing a maritime taskforce. For the first time ever a peacekeeping mission will utilize a naval force. In addition, the rules of engagements for UNIFIL are more detailed and the process has a great deal of involvement and input from Member States. The legality of the UNMIK activities is complex due to its nature as a territorial administration that requires considerable assistance with respect to issues related to the transfer of responsibility for territorial administration and questions of succession. UNMIT received an increase in military protection and police restructuring at the request of the Government which involves a large consortium of legal issues. Moreover the Office of the Legal Counsel is establishing agreements and linkages with organizations such as the European Union on matters relating to peacekeeping activities in the Democratic Republic of the Congo.

922. The increase in the level of legal advice and assistance for peacekeeping missions over the past few years is also a consequence of changes in peacekeeping operations. The number of requests increased tremendously between 2004/05 and the first half of the 2005/06 financial period, jumping from 360 to 485 requests for advice. The number of instances of legal advice given is projected to increase by 32 per cent by the end of 2006/07. The level of requests for legal advice and assistance, which are received through both formal and informal means, reflects such complexity both in terms of the number of requests for advice and the nature of the requests.

923. Another significant and relatively novel demand that requires legal advice is assisting the Department of Peacekeeping Operations with inquiries made by International Criminal Court projects, which have expanded to included Darfur, the Democratic Republic of the Congo and Côte d'Ivoire. The Office of the Legal Counsel provides advice to peacekeeping missions on cooperation matters as well as negotiation and implementing memorandums of understanding. The Office of the Legal Counsel also provides assistance to peacekeeping personnel interviewed by or testifying before the Court. These initiatives are in addition to the existing work involving the interaction of the Department of Peacekeeping Operations with the International Criminal Court to provide documentation for the Special Court for Sierra Leone, the former Yugoslavia and Rwanda Tribunals. As the International Criminal Court expands so will the role the Department of Peacekeeping Operations performs to assist the Court. Therefore the Office of the Legal Counsel will also see a similar growth in responsibilities.

924. Currently there is one P-4 Legal Officer post, approved in 1999/00, under the support account within the Office of the Legal Counsel. The purpose of this post is mainly to handle the legal issues arising from the United Nations policies and the

legal framework for the establishment of peacekeeping missions. At the time of approval, the needed resource was to undertake the workload arising with the complexities of the peacekeeping operations; since then, however, the number of peacekeeping missions has more than doubled and the nature of the work provided to the peacekeeping missions has grown exponentially.

925. Workload statistics during 2005/06 indicate that 15 per cent of the monthly workload of each of the eight Professional posts financed through the regular budget within Office of the Legal Counsel is spent completing tasks related to peacekeeping operations in addition to the 100 per cent monthly workload capacity currently supported by the one P-4 post financed through the support account. In view of the above workload statistics, it is clear that the amount of time spent by legal officers in the Office of the Legal Counsel dealing with requests for legal assistance relating to the peacekeeping operations requires more than twice the amount of resources made available through the support account.

926. Although efficiency gains have been made in the Office of the Legal Counsel through the use of precedents and electronic document search and retrieval systems, the current resources of the Office of the Legal Counsel are insufficient to meet all the demands for legal advice and assistance with respect to peacekeeping operations. Requests for advice are backlogged, taking twice as long to provide responses, the overtime rate is approximately one fourth more than a normal workday, staff are experiencing burnout from the overload and the quality of work is affected. This has resulted in undue pressure upon the Office of the Legal Counsel and has had an impact on its ability to provide legal services with respect to peacekeeping matters and its other areas of work.

927. The total workload assumed by the eight staff members funded under the regular budget would equate to two posts. Thus, one P-4 and one P-2 posts are requested to fill the much-needed support to the Office of the Legal Counsel as the current situation of back-stopping provided by the eight staff members cannot continue for an indefinite period without negative impact on their ability to achieve the planned objectives and outputs under the regular budget. In addition, the posts will also be utilized to carry out both the actual and anticipated growth experienced in requests for legal advice relating to peacekeeping missions in 2007/08.

928. Under the supervision of the Principal Legal Officer, the proposed P-4 Legal Officer would be versatile and have a broad scope of legal knowledge and experience enabling him or her: (a) to provide legal advice to peacekeeping operations on all aspects of their operations, including with respect to the drafting and interpretation of relevant mandates; (b) respond to requests for legal information from tribunals and national and international courts concerning peacekeeping operations; and (c) prepare draft legal instruments on the status and activities of peacekeeping operations and provide assistance in conducting their negotiation.

929. The responsibilities of the proposed P-2 would include conducting legal research and analyses on a diverse range of issues relating to peacekeeping operations, preparing background papers, summaries of issues, briefs, reports and correspondence and assisting in the preparation of legal advice on a wide range of international public or private law issues relating to peacekeeping operations.

930. To ensure adequate support, one General Service (Other level) post is also requested to assist the one P-4 and the one P-2 with administrative support on matters related to providing legal advice on behalf of peacekeeping missions.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 017.2	$1 093.1	118.3%

931. An estimate of $2,017,200 is budgeted for salaries, common staff cost and staff assessment for nine continuing posts and four proposed new posts. The variance reflects the addition of four posts and an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$598.5	($144.5)	(19.4%)

932. The provision of $598,500 is requested under general temporary assistance for the equivalent of three P-4 level posts within the General Legal Division, which is responsible for providing legal advice on the drafting and negotiation of procurement contracts and other commercial activities. As a result of the establishment of UNMIT and the expansion of the mandate of UNIFIL, the Division expects an increase in the demand for legal support for procurement actions regarding the procurement of fuel supplies, rations, IT and other logistical support requirements. The Division estimates that an exponential number of contracts need to be carefully reviewed before the Procurement Division can register the contract in relation to the procurement of goods and services for UNMIT and UNIFIL. Without the requested resources the increase in the demands for legal support for such mission requirements will stretch currently available resources of the Office of Legal Affairs. Accordingly, the Office of Legal Affairs seeks to utilize the three P-4 level posts in order to retain the services of experienced lawyers who, under the supervision of Principal Law Officers, would deal with logistical and related legal requirements for the peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$24.1	—	—

933. The requested amount of $24,100 would provide for the travel of two staff members to UNMIS and UNIFIL to provide centrally coordinated legal support and assistance and to provide legal advice to all peacekeeping and supporting units on an as-needed and ongoing basis. The amount requested is at the maintenance level.

	Cost estimates	*Variance*	
Facilities and infrastructure	$48.0	$14.8	44.6%

934. The amount of $48,000 would provide for the rental of office equipment, office supplies and furniture based on standard costs. The variance is due to an increase in the proposed posts.

	Cost estimates	*Variance*	
Communications	$28.0	$20.9	294.4%

935. The provision of $28,000 would cover commercial communication costs for continuing and newly proposed staff and for the acquisition of communication equipment for the new posts, which is based on increased standard costs.

	Cost estimates	*Variance*	
Information technology	$104.3	$85.3	448.9%

936. The amount of $54,200 would provide for the maintenance of IT equipment for nine workstations and to purchase four new computers at standard cost. In addition, the amount includes the purchase of case management software. With the extremely high volume of legal requests, these tasks often entail the work of several officers; a specialized tracking system is therefore needed to allow staff to work simultaneously, to ascertain the status of any particular case and to track the workload of Professional staff. In addition, an amount of $50,100 is required by the Office of Legal Affairs to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$3.0	—	—

937. The amount of $3,000 would provide the resources for the training fees for the Practising Law Institute. This amount is at the maintenance level.

I. Department of Safety and Security

(a) Results-based framework

Expected accomplishment 3	*Indicators of achievement*	
Increased efficiency and effectiveness of peacekeeping operations	3.1	Implementation by peacekeeping missions of all (100 per cent) recommendations of the Department of Safety and Security based on security standards, policy, guidance, directives, plans, procedures and security management reviews
	3.2	Deployment of all (100 per cent) of the contingency assistance staff from Headquarters within 72 hours

Outputs

- 10 review reports on mission security assistance visits (MINUSTAH, MONUC, UNDOF, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG)
- Security training for 10 mission security management teams (200 persons) in MINUSTAH, MONUC, UNDOF, UNIFIL, UNMEE, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG
- Evaluate, assess and provide written responses to assist in the policy development of 20 security policies developed by the Department of Safety and Security
- 24 external memorandums of understanding, security arrangements or security support concepts finalized and signed with external partners
- Organization and conduct of two sessions of the Standing Committee on Security
- Organization and conduct of the annual peacekeeping and political missions security training workshop for 18 chief security advisers, chief security officers, security advisers and officers-in-charge of security
- Organization and conduct of one peacekeeping and political missions security information management course for 13 persons
- Security training for 4 Senior Mission Leaders' Courses for the Department of Peacekeeping Operations
- Security training for 12 Mission Predeployment Courses for the Department of Peacekeeping Operations
- Security training for 10 town hall meeting sessions for the Department of Peacekeeping Operations
- Department of Peacekeeping Operations systems (administration, finance, logistics) training at 5 regional security training workshops for senior security officers
- Security briefing for the Department of Peacekeeping Operations for 18 annual conferences for heads of mission, force commanders, police commissioners and chief administrative officer
- Security presentation to 2 sessions of the Special Committee on Peacekeeping Operations
- Security presentations to 10 troop/police contributors' meetings for the Department of Peacekeeping Operations
- Development of 12 strategic threat assessments, 12 follow-up operational threat assessments and 17 individual threat assessments to support 12 peacekeeping operations
- Review of 24 mission threat assessments; two missions per year
- Security reviews of 12 mission budget proposals for security components
- Technical screening of 1,500 applicants for recruitment of international security personnel recruited by the Department of Peacekeeping Operations for peacekeeping and political missions
- 500 pre-screenings and technical clearance of 100 candidates for close protection vacancies in peacekeeping missions
- Security review of 12 security services contracts for presentation by the Procurement Division to the Headquarters Committee on Contracts
- Technical security evaluation of 10 sets of vendors' responses to requests for proposals on security equipment

- Security review of 30 technical specifications/standards for security equipment
- Psychosocial support for peacekeeping personnel of the Department of Peacekeeping Operations
- Revision and wide dissemination via the websites of the Department of Peacekeeping Operations and the Department of Safety and Security of the standard operating procedures for Department of Peacekeeping Operations stress counsellors in peacekeeping missions to reflect lessons learned from recent crises
- Development and wide dissemination via the websites of the Department of Peacekeeping Operations and the Department of Safety and Security of guidelines for Department of Peacekeeping Operations managers on procedures for enhancing the psychosocial response to emergencies
- Annual psychosocial training for 10 Secretariat-affiliated counsellors of peacekeeping missions directed by the Department of Peacekeeping Operations
- Training of 900 security and safety personnel in peacekeeping missions on security standards, policy, guidance directives, plans, security procedures and firearms
- Annual assessment, selection and training of close protection officers provided by Member States at the request of the United Nations
- Annual/regular refreshment training and post-/predeployment training of 60 close protection personnel deployed in the mission areas, provided by Member States at the request of the United Nations
- Assessment and recruitment of 17 instructor/trainers to be assigned to security training units in the field missions
- Annual United Nations instructor and trainer certification and re-certification of 34 personnel assigned to develop, organize and deliver qualified training to security personnel in the field
- Assessment of United Nations training and development units in missions to ensure quality and consistency of training personnel, training management and the successful delivery of current and future programmes of instruction, fire and safety training for missions and basic security officer induction courses
- Close protection and defensive tactics/less-lethal training for 5 security protection officers in missions directed by the Department of Peacekeeping Operations
- Rapid deployment of security officers to provide emergency support to peacekeeping operations directed by the Department of Peacekeeping Operations, as required

External factors

Peacekeeping partners and local institutions will cooperate on security matters

(b) Human resource requirements

Category	*2006/07*	*2007/08*	*Change*	*Rejustified*[a]
Professional and above				
P-5	1	1	—	—
P-4	4	6	2	—
P-3	1	5	4	—
P-2	1	1	—	—
Subtotal	**7**	**13**	**6**	—
General Service and other				
Other level	2	2	—	—
Security and Safety Service	3	3	—	—
Subtotal	**5**	**5**	**—**	—
Total	**12**	**18**	**6**	—

[a] In accordance with General Assembly resolution 58/298 (para. 12).

(c) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2005/06) (1)*	*Apportionment (2006/07) (2)*	*Cost estimates (2007/08) (3)*	*Amount (4)=(3)-(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	1 278.8	1 681.9	2 239.7	557.8	33.2
II. Non-post resources					
General temporary assistance	—	—	141.2	141.2	—
Consultants	—	100.0	20.0	(80.0)	(80.0)
Official travel	390.1	433.1	516.8	83.7	19.3
Facilities and infrastructure	2.2	6.0	90.0	84.0	1 400.0
Communications	18.8	26.9	39.2	12.3	45.7
Information technology	9.1	16.0	78.9	62.9	393.1
Other supplies, services and equipment	—	2.0	58.5	56.5	2 825.0
Subtotal II	**420.2**	**584.0**	**944.6**	**360.6**	**61.7**
Total I and II	**1 699.0**	**2 265.9**	**3 184.3**	**918.4**	**40.5**

(d) Justification of new posts

Security Coordination Officer (1 P-4)

938. This post is a resubmission which was proposed in paragraphs 507 to 512 of the support account budget for the period from 1 July 2006 to 30 June 2007

(A/60/727). In paragraph 10 of its resolution 60/268 the General Assembly requested the Secretary-General to rejustify the requirements for this post in the support account budget for the financial period from 1 July 2007 to 30 June 2008. The Department of Safety and Security has evaluated its output and assessed its needs accordingly. The rationale for additional resource is based on a review of the workload in terms of evolving security needs of peacekeeping missions and external factors such as crisis management. The current approved level of resources for the Peacekeeping Operations Support Service is one P-5 and three P-4 posts.

939. The experience gained during the past financial period has demonstrated that with its current staffing level, the Peacekeeping Operations Support Service is unable to cope with the increasing demand. Only 4 out of 13 planned mission security assistance visits were accomplished during the first six months of the current reporting period ending 30 June 2007. It will not be possible to conduct the remaining nine visits within the remaining six months. It is likely that only four of the remaining nine visits will be conducted. This will have an impact on delaying training and assessment of security needs of the missions where the mission security assistance visits are not carried out, which can lead to a greater probability of increasing the security risk.

940. In addition, the inability of the Peacekeeping Operations Support Service in completing the planned 13 mission security assistance visits was due to the fact that, with the current staffing resources, the Service provided crisis contingency support to UNOTIL in June and July 2006, to the UNIFIL evacuation activity in July 2006, to the expansion of UNMIS in Darfur and to the MONUC election effort in November 2006. The affect of the increased workload is apparent in that it has hindered the ability of the Service to respond promptly and effectively to emergencies in the peacekeeping missions while concurrently continuing to maintain day-to-day support to the missions. It has become clear that the full range of planning, training, emergency response, compliance and assistance cannot be provided by the current staffing of one P-5 and three P-4 posts.

941. The critical need is also attributed to the rapid growth of peacekeeping operations over the past year, with increased requirements for security education and training, technical security evaluation and assessment and security officer candidate screening requirements.

942. A fourth Security Coordination Officer at the P-4 level would provide an equal distribution of the workload among four Security Coordination Officers. It would also release the Chief of the Peacekeeping Operations Support Service (P-5) from day-to-day responsibilities in order to focus on policy issues and the provision of guidance and advice as well as to provide attention and diligence to proper oversight, operational management and coordination.

Security Coordination Officers (4 P-3)

943. As detailed in paragraphs 938 to 942 above, there are currently three P-4 Security Coordination Officers in the Peacekeeping Operations Support Service headed by the Chief (P-5). In addition to the P-4 Security Coordination Officer post requested above, four new P-3 posts are also being requested.

944. Four of the seven major functions of the Security Coordination Officers within the Peacekeeping Operations Support Service include: (a) active participation in an

integrated mission planning group to design a security structure; (b) conducting field assessment surveys; (c) identifying training needs with mission staff; and (d) maintaining situational awareness. These responsibilities require frequent travel to peacekeeping missions, which represents more than a third of their time. On average, a Security Coordination Officer spent five to six months per year travelling and working in the various peacekeeping missions. Hence approximately 60 per cent of the Officer's responsibilities involve working in the various missions in performing four of the seven major responsibilities and functions of the Security Coordination Officer.

945. The other three major functions of the Officers are daily Headquarters activities which include developing outreach to security plan concepts, completing monthly recommendations to the Department of Peacekeeping Operations on priorities for staff recruitment and deployment and screening applicants.

946. The functions and responsibilities of the Security Coordination Officer (at P-4 level) are generally 60 per cent field work and 40 per cent Headquarters assignments. With the increased demand due to the increase in peacekeeping operations, the Security Coordination Officers' capabilities are stretched to the limit to satisfy both responsibilities of field work and Headquarters assignments. As mentioned in paragraph 939 several missions will not receive the necessary guidance and support during 2006/07 due to limited resources in the delivery of the planned outputs within the financial period. Moreover, unplanned outputs have been delivered within the existing capacity to meet decisions of the legislative bodies and the Security Council in the deployment of new missions and extended mandates of existing missions.

947. During the absence of any of the Security Coordination Officers on mission travel, the duties at Headquarters are often delayed until the return of the Officer concerned as there is no existing capacity to ensure that such duties are assumed by other staff ensuring that they are delivered in a timely manner. The Department of Peacekeeping Operations and the Peacekeeping Operations Support Service and Division of Regional Operations of the Department of Safety and Security do not have the capacity to provide the needed backup to ensure continuity and timeliness of work. The work related to mission responsibilities when a Security Coordination Officer is away from Headquarters or involved in crisis response is more often than not deferred until the return of that Officer. One impact is a backlog of applicant screening, which affects the ability to deploy security personnel in a timely manner. This will have an impact on the effective planning of security requirements in the peacekeeping missions.

948 The follow-up responsibility from mission visits is the principal area that is not covered due to inadequate staffing. Security Coordination Officers are unable to document the activities from the mission visit because as soon as they return they have to leave for another mission. The reports can provide a reflection on developments and subsequent steps in coordinating security plans. The inability to finalize reports affects the quality of work, delays the progress of the security plans and has a greater probability of duplicating work. The current structure poses a serious gap in the capacity of the Peacekeeping Operations Support Service, for which additional resources are requested.

949. A study was completed, based on the monitoring and tracking of the workload of the Security Coordination Officers, showing all seven functional responsibilities

of the P-4 Officers, the time required to complete each task and the work-months required to support all the active peacekeeping missions. A summary of workload statistics shows an efficiency level of 126.75 work-months required for the Peacekeeping Operations Support Service to provide adequate coverage to all peacekeeping missions both in the field and at Headquarters. Each post has the capacity of working a 12 work-month period each year. The current staffing model indicates that the output is 36 work-months for each of the approved three P-4 Security Coordination Officers for both field and Headquarters activities. With the requirement of one additional P-4 and four P-3 posts, the output would increase from 36 to 96 work-months. The responsibilities of the unit Chief would increase the output of the Peacekeeping Operations Support Service to 108 work-months. The remainder of the 18.75 work-months would be resourced by the two General Service posts who would further assist the Peacekeeping Operations Support Service to achieve the tasks and duties. The structure proposed would allow the Peacekeeping Operations Support Service to adequately manage all its functional responsibilities and to accomplish the goals and objectives.

950. Thus, four Security Coordination Officers at the P-3 level are requested to provide effective assistance and ensure continuity of business for the four Officers. Each P-3 Officer would focus on organizing and analysing changes in the security plans and assisting the Security Management Team in their implementation. The P-3 Officers would also assess prevailing local security conditions, identify security trends and advise senior management on issues relating to the security of mission personnel. The four P-3 Officers' job responsibilities would include: (a) coordinating all the administrative security functions at Headquarters; (b) maintaining continuous lines of communication with the security focal point in the designated missions; (c) carrying out liaison with mission security personnel to maintain up-to-date information about evacuation routes and equipment; (d) ensuring the availability and operability of emergency communications and equipment for staff officers going to the field; (e) conducting periodic checks to ensure that the systems are functioning properly; and (f) making necessary arrangement for timely repair, as required.

951. Under the supervision of their respective supervisors, the P-3 Officers would also travel to missions when the P-4 Security Coordination Officer is handling a crisis situation at Headquarters. The proposed level of resources is requested to accomplish the planned activities by providing full coverage at Headquarters for crisis management, addressing day-to-day operations and attending to mission needs. The proposed new structure would also give each of the current P-4 Officers the ability to address all the needs in their mission portfolio with the assistance of the proposed P-3 posts.

Security Information Coordinator (1 P-4)

952. The Threat and Risk Assessment Capacity unit within the Department of Safety and Security has the primary responsibility for the gathering of security information and the securing of personnel and the premises of United Nations operations. The unit's responsibility varies in scope depending on the number of individuals and premises of United Nations operations to secure, the situation on the ground, the mandate and their relevant components, such as political, civil affairs, human rights and military and police activity, established by the General Assembly.

953. The unit is comprised of seven posts (4 Professional and 3 General Service), which are financed through the cost-sharing operations by other United Nations agencies, funds and programmes for security which is provided to 150 countries where the United Nations has a presence. As peacekeeping operations expand so does the need to assess the threat and risks at the missions.

954. Information gathered is necessary to: (a) detail the responsibility of security personnel; (b) develop strategies for deployment and redeployment; (c) identify particular staff members who need close security protection; (d) identify geographical zones that pose a security risk; and (e) identify areas that require television monitors and closed circuit cameras to be installed to maximize security vigilance. The information gathered must be received and addressed in a timely fashion for it to be effective. Currently each peacekeeping mission has a different security plan and there is a need to streamline and assemble these different plans to be utilized throughout the entire United Nations system.

955. Currently, the Department of Safety and Security has no standard procedure to regulate specific issues related to the management and analysis of security information generated by various dimensions or operational changes. A standard procedure would encompass all security situations and scenarios to be used as a reference or a guide by all peacekeeping missions. A strategy that has worked well at one peacekeeping mission is not replicated at another peacekeeping mission because of the decentralized information-gathering system. A standardized procedure would serve as a platform for lessons learned and a compilation of an institutional base of knowledge. Handling contingency crises has been reactive and creating a new system to gather information would allow the Department of Safety and Security to move towards a more proactive and coordinated approach.

956. Accordingly, a P-4 Security Information Officer is requested to gather and review relevant information about security measures at all missions. The P-4 Officer would produce topic-specific assessments; develop follow-up operational/regional threat assessments and review threat assessments for individual events, activities and principals. The P-4 Officer would also be responsible for developing security information methodologies and procedures for use in peacekeeping missions' security sections and Joint Mission Analysis Centres. In addition, the P-4 Officer would develop a security information analyst course to be conducted on an annual basis to ensure consistency of the processes used by all missions.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 239.7	$557.8	33.2%

957. An estimate of $2,239,700 is budgeted for salaries, common staff costs and staff assessment for 12 continuing posts and for 6 proposed new posts (2 P-4 and 4 P-3). The variance reflects the addition of six posts and an increase in standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$141.2	$141.2	—

958. The amount of $141,200 is requested for the start-up phase of the upcoming peacekeeping operation in Chad within the Peacekeeping Operations Support Service. This surge in peacekeeping requires planning and arranging the recruitment process to staff 138 mission security positions to be serving in Chad. The three major areas that require assistance to support the peace operation in Chad are mission planning, screening, interviewing and testing of applicants for the field security positions and to backstop the Chad peacekeeping mission by supporting Headquarters during the start-up phase. Given the current lack of capacity to absorb the additional responsibility for an additional peacekeeping mission, general temporary assistance at the P-3 level is requested to ensure that all the security needs and requirements of the peacekeeping mission in Chad are fully addressed and implemented. In addition, general temporary assistance for one General Service (Other level) post is also required to assist the proposed P-3 post.

	Cost estimates	*Variance*	
Consultants	$20.0	($80.0)	(80.0%)

959. The requirements for consultants are outlined below:

Expertise	*Person-month*	*Amount (United States dollars)*	*Output reference*
Scientific equipment specialist		20 000	Security review of 30 technical specifications/standards for security equipment
Total		**20 000**	

960. The amount of $20,000 is requested for the Mission Support Unit to acquire technical security expertise and review technical specifications and standards for security equipment. To ensure that the equipment is adequate to be utilized by security personnel, an expert is needed to evaluate blast resistance material, levels of sensory alarms, scope and range for firearms, radiation-detection machinery and specific forensic capacities for United Nations standard security equipment. The consultant is needed to review the technical standards on new equipment to be procured. The consultant has to have specific skills and knowledge in technical and scientific background of weapons. Such skills are not available in-house. For this purpose, a specialist of security equipment would ensure that 30 reviews of technical standards for security equipment are completed.

	Cost estimates	*Variance*	
Official travel	$516.8	$83.7	19.3%

961. The travel requirements are detailed below:

Type of travel	*Amount (United States dollars)*	*Output reference*
Threat assessment visits	115.1	Review of 24 threat assessments; two missions per year
Security management review	121.4	Development of 12 strategic threat assessments, 12 follow-up operational threat assessments and 17 individual threat assessments to support 12 peacekeeping operations directed by the Department of Peacekeeping Operations
Psychosocial support services	83.2	Psychosocial support for Department of Peacekeeping Operations peacekeeping personnel
Less-lethal instructor course	10.8	Close protection, defensive tactics/less-lethal training for 5 security protection officers in Department of Peacekeeping Operations
Close protection training	21.7	
Submachine gun course	21.7	
Simunition Training course	8.8	
Mission Support Unit Support Training	134.1	Organization and conduct of the annual peacekeeping and political missions security training workshop for 18 chief security advisers, chief security officers, security advisers and officers-in-charge of security
Total	**516.8**	

962. The amount of $115,100 is requested for senior security officers to travel to 10 peacekeeping missions to conduct compliance inspection visits.

963. An amount of $121,400 is requested for senior staff to visit 10 peacekeeping missions to conduct security management reviews. The reviews would include inspection and evaluation of compliance with the security plan. The security personnel would also disclose updates and modifications to security plans at the reviews. The amount requested would also allow senior staff to participate in providing training at UNLB for security management teams.

964. An amount of $83,200 is requested for the Stress Counsellor within the Stress Counselling Unit of the Department of Safety and Security to travel to 13 missions to provide psychosocial support to mission personnel, including team-building, stress management, burnout, coping with change, conflict management, coping with loss and death. The Stress Counsellor would provide tools to promote healing after trauma to both individuals and within a group setting.

965. The amount of $10,800 is requested for a less-lethal instructors course to train up to five training instructors of the Security and Safety Services who would then train Field Service Officers in peacekeeping missions on security standards, policy, directives, plans and the use of less than lethal systems as an alternative or prior to escalating to deadly physical force. The training would explain the type of non-lethal equipment to be used to control crowds and to restrain resistant individuals and devices that distract or disorient and how to avoid improper use or serious injury. Training is tentatively scheduled to occur in the period from July to September 2007.

966. The sum of $21,700 is requested for a personnel security detail course to train up to 10 Security and Safety Service training instructors who in turn would train at

least 60 close protection officers, provided by Member States at the request of the United Nations, in a high-risk environment, on how to avoid ambushes, take proactive defensive measures to reduce risk to individuals who require protection and respond effectively to any possible attack.

967. The amount of $21,700 is requested for a submachine gun course to train five Security and Safety Service training instructors, which would supplement the personnel security detail course. The instructors in turn would train at least 60 close protection officers provided by Member States at the request of the United Nations in the proper operation of submachine guns within the context of United Nations use for force policy. Training is tentatively scheduled to occur by March 2008.

968. The sum of $8,800 is requested for a Simunition training course to train up to five Security and Safety Service training instructors. These participants would be certified as instructors in order to then conduct force-on-force reality-based training scenarios using Simunition FX Marking Cartridges for security and safety personnel (officers and Field Service Officers) in peacekeeping missions.

969. The sum of $134,100 is requested for the Mission Support Unit support training for the chief security advisers/officers and their deputies to attend the annual peacekeeping mission security training workshop and to undergo training in system-wide security risk management methodology.

	Cost estimates	*Variance*	
Communications	$39.2	$12.3	45.7%

970. The amount of $39,200 would provide for communications equipment for 6 newly requested posts and for commercial communication for 12 continuing posts.

	Cost estimates	*Variance*	
Facilities and infrastructure	$90.0	$84.0	1 400.0%

971. The amount of $90,000 would provide for office supplies, rental of premises and office equipment for 6 newly requested posts and for 12 continuing posts. The increase is attributed to the cost of the rental of premises, including alterations, and an increase in the standard rate applied for office supplies and equipment.

	Cost estimates	*Variance*	
Information technology	$78.9	$62.9	393.1%

972. The requested amount of $78,900 includes the provision of $16,900 for workstations, including two laptops, and printers for six proposed new posts. The Security Coordination Officers are required to produce assessment and mission reports while on mission that are confidential and classified. Security Coordinators are deployed on mission without the use of laptop computers. Although they occasionally borrow computers when available the risk of privileged information becoming accessible to individuals without a security clearance is high. Secondly, the security officers would increase their effectiveness and be more productive with laptop computers that they could utilize when needed while on mission. The amount

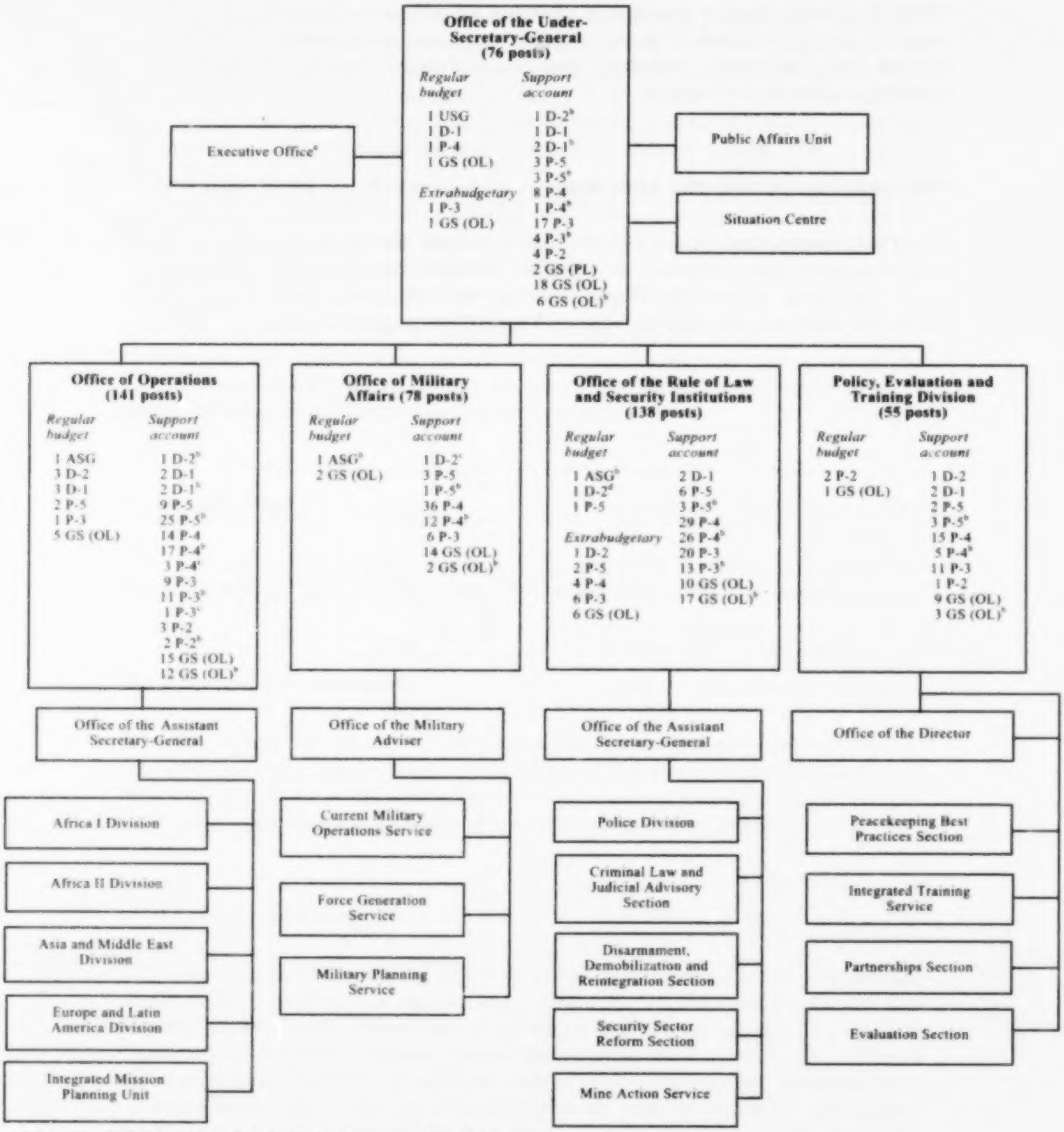
of $34,200 is requested for maintenance and repair of IT equipment, which is based on standard costs. In addition, an amount of $24,900 is required by the Department of Safety and Security to cover the peacekeeping share of the central IT infrastructure costs, which the Information Technology Services Division of the Office of Central Support Services is charging all offices on the basis of actual usage of the infrastructure. The provision covers usage of a number of different services and equipment, including storage, application hosting, connectivity, departmental servers and backup.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$58.5	$56.5	2 825.0%

973. The requested amount of $58,500 would provide the resources to cover the costs of support and production of materials related to the less-lethal instructors course, the close protection officers training, the submachine gun course, the simunition training course and the Mission Support Unit support training.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2007 to 30 June 2008


Office of the Under-Secretary-General (76 posts)
Executive Office[a]
Public Affairs Unit
Situation Centre
Office of Operations (141 posts)
Office of Military Affairs (78 posts)
Office of the Rule of Law and Security Institutions (138 posts)
Policy, Evaluation and Training Division (55 posts)
Office of the Assistant Secretary-General
Africa I Division
Africa II Division
Asia and Middle East Division
Europe and Latin America Division
Integrated Mission Planning Unit
Office of the Military Adviser
Current Military Operations Service
Force Generation Service
Military Planning Service
Office of the Assistant Secretary-General
Police Division
Criminal Law and Judicial Advisory Section
Disarmament, Demobilization and Reintegration Section
Security Sector Reform Section
Mine Action Service
Office of the Director
Peacekeeping Best Practices Section
Integrated Training Service
Partnerships Section
Evaluation Section

Office of the Under-Secretary-General (76 posts)

Regular budget	*Support account*
1 USG	1 D-2[b]
1 D-1	1 D-1
1 P-4	2 D-1[b]
1 GS (OL)	3 P-5
	3 P-5[b]
Extrabudgetary	8 P-4
1 P-3	1 P-4[b]
1 GS (OL)	17 P-3
	4 P-3[b]
	4 P-2
	2 GS (PL)
	18 GS (OL)
	6 GS (OL)[b]

Office of Operations (141 posts)

Regular budget	*Support account*
1 ASG	1 D-2[b]
3 D-2	2 D-1
3 D-1	2 D-1[b]
2 P-5	9 P-5
1 P-3	25 P-5[b]
5 GS (OL)	14 P-4
	17 P-4[b]
	3 P-4[c]
	9 P-3
	11 P-3[b]
	1 P-3[c]
	3 P-2
	2 P-2[b]
	15 GS (OL)
	12 GS (OL)[b]

Office of Military Affairs (78 posts)

Regular budget	*Support account*
1 ASG[b]	1 D-2[c]
2 GS (OL)	3 P-5
	1 P-5[b]
	36 P-4
	12 P-4[b]
	6 P-3
	14 GS (OL)
	2 GS (OL)[b]

Office of the Rule of Law and Security Institutions (138 posts)

Regular budget	*Support account*
1 ASG[b]	2 D-1
1 D-2[d]	6 P-5
1 P-5	3 P-5[b]
	29 P-4
Extrabudgetary	26 P-4[b]
1 D-2	20 P-3
2 P-5	13 P-3[b]
4 P-4	10 GS (OL)
6 P-3	17 GS (OL)[b]
6 GS (OL)	

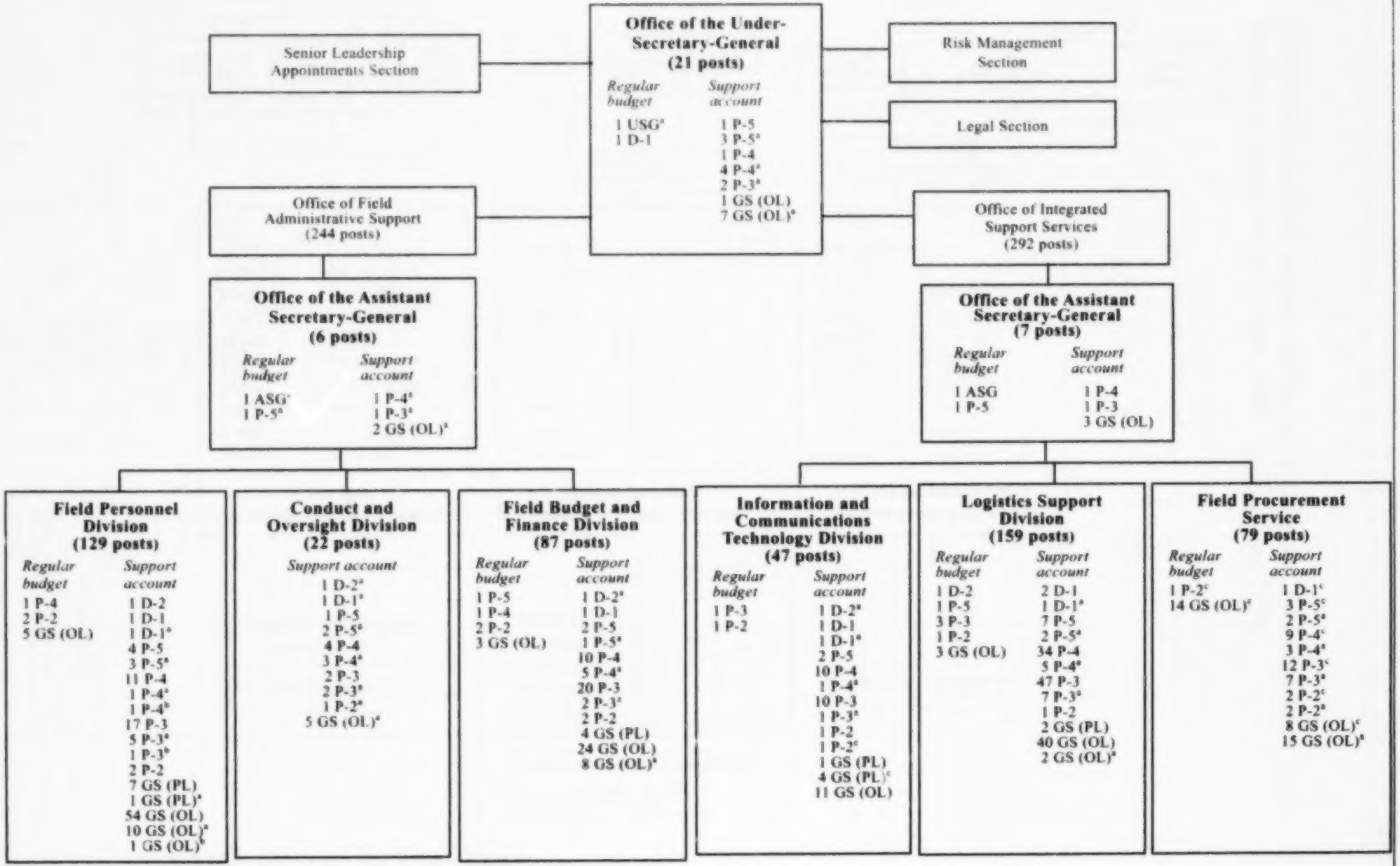
Policy, Evaluation and Training Division (55 posts)

Regular budget	*Support account*
2 P-2	1 D-2
1 GS (OL)	2 D-1
	2 P-5
	3 P-5[b]
	15 P-4
	5 P-4[b]
	11 P-3
	1 P-2
	9 GS (OL)
	3 GS (OL)[b]

[a] Executive Office function is shared with the Department of Field Support.
[b] New posts.
[c] Posts transferred from the regular budget.
[d] Post transferred from the support account.

Annex II

Proposed staffing of the Department of Field Support for the period from 1 July 2007 to 30 June 2008


Office of the Under-Secretary-General
(21 posts)
Regular budget
1 USG[a]
1 D-1
Support account
1 P-5
3 P-5[a]
1 P-4
4 P-4[a]
2 P-3[a]
1 GS (OL)
7 GS (OL)[a]
Senior Leadership Appointments Section
Risk Management Section
Legal Section
Office of Field Administrative Support
(244 posts)
Office of Integrated Support Services
(292 posts)
Office of the Assistant Secretary-General
(6 posts)
Regular budget
1 ASG[c]
1 P-5[b]
Support account
1 P-4[a]
1 P-3[a]
2 GS (OL)[a]
Office of the Assistant Secretary-General
(7 posts)
Regular budget
1 ASG
1 P-5
Support account
1 P-4
1 P-3
3 GS (OL)
Field Personnel Division
(129 posts)
Regular budget
1 P-4
2 P-2
5 GS (OL)
Support account
1 D-2
1 D-1
1 D-1[a]
4 P-5
3 P-5[a]
11 P-4
1 P-4[a]
1 P-4[b]
17 P-3
5 P-3[a]
1 P-3[b]
2 P-2
7 GS (PL)
1 GS (PL)[a]
54 GS (OL)
10 GS (OL)[a]
1 GS (OL)[b]
Conduct and Oversight Division
(22 posts)
Support account
1 D-2[a]
1 D-1[a]
1 P-5
2 P-5[a]
4 P-4
3 P-4[a]
2 P-3
2 P-3[a]
1 P-2[a]
5 GS (OL)[a]
Field Budget and Finance Division
(87 posts)
Regular budget
1 P-5
1 P-4
2 P-2
3 GS (OL)
Support account
1 D-2[a]
1 D-1
2 P-5
1 P-5[a]
10 P-4
5 P-4[a]
20 P-3
2 P-3[a]
2 P-2
4 GS (PL)
24 GS (OL)
8 GS (OL)[a]
Information and Communications Technology Division
(47 posts)
Regular budget
1 P-3
1 P-2
Support account
1 D-2[a]
1 D-1
1 D-1[a]
2 P-5
10 P-4
1 P-4[a]
10 P-3
1 P-3[a]
1 P-2
1 P-2[c]
1 GS (PL)
4 GS (PL)[c]
11 GS (OL)
Logistics Support Division
(159 posts)
Regular budget
1 D-2
1 P-5
3 P-3
1 P-2
3 GS (OL)
Support account
2 D-1
1 D-1[a]
7 P-5
2 P-5[a]
34 P-4
5 P-4[a]
47 P-3
7 P-3[a]
1 P-2
2 GS (PL)
40 GS (OL)
2 GS (OL)[a]
Field Procurement Service
(79 posts)
Regular budget
1 P-2[c]
14 GS (OL)[c]
Support account
1 D-1[c]
3 P-5[c]
2 P-5[a]
9 P-4[c]
3 P-4[a]
12 P-3[c]
7 P-3[a]
2 P-2[c]
2 P-2[a]
8 GS (OL)[c]
15 GS (OL)[a]

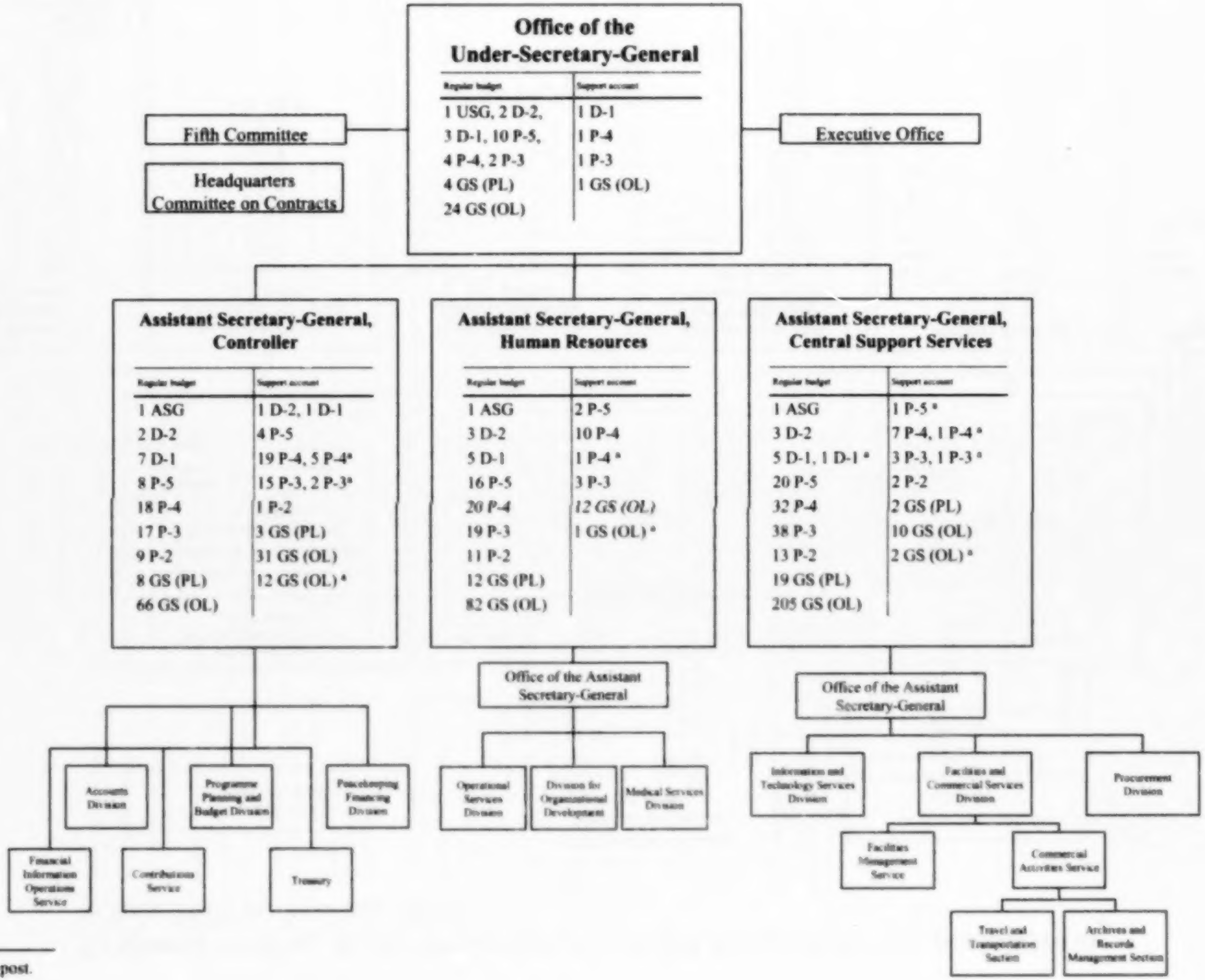
[a] New posts.

[b] Transfer from regular budget to support account.

[c] Transfer from the Department of Management.

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2007 to 30 June 2008


Office of the Under-Secretary-General
Regular budget
1 USG, 2 D-2,
3 D-1, 10 P-5,
4 P-4, 2 P-3
4 GS (PL)
24 GS (OL)
Support account
1 D-1
1 P-4
1 P-3
1 GS (OL)
Fifth Committee
Headquarters Committee on Contracts
Executive Office
Assistant Secretary-General, Controller
Regular budget
1 ASG
2 D-2
7 D-1
8 P-5
18 P-4
17 P-3
9 P-2
8 GS (PL)
66 GS (OL)
Support account
1 D-2, 1 D-1
4 P-5
19 P-4, 5 P-4a
15 P-3, 2 P-3a
1 P-2
3 GS (PL)
31 GS (OL)
12 GS (OL) a
Assistant Secretary-General, Human Resources
Regular budget
1 ASG
3 D-2
5 D-1
16 P-5
20 P-4
19 P-3
11 P-2
12 GS (PL)
82 GS (OL)
Support account
2 P-5
10 P-4
1 P-4 a
3 P-3
12 GS (OL)
1 GS (OL) a
Assistant Secretary-General, Central Support Services
Regular budget
1 ASG
3 D-2
5 D-1, 1 D-1 a
20 P-5
32 P-4
38 P-3
13 P-2
19 GS (PL)
205 GS (OL)
Support account
1 P-5 a
7 P-4, 1 P-4 a
3 P-3, 1 P-3 a
2 P-2
2 GS (PL)
10 GS (OL)
2 GS (OL) a
Accounts Division
Programme Planning and Budget Division
Peacekeeping Financing Division
Financial Information Operations Service
Contributions Service
Treasury
Office of the Assistant Secretary-General
Operational Services Division
Division for Organizational Development
Medical Services Division
Office of the Assistant Secretary-General
Information and Technology Services Division
Facilities and Commercial Services Division
Procurement Division
Facilities Management Service
Commercial Activities Service
Travel and Transportation Section
Archives and Records Management Section

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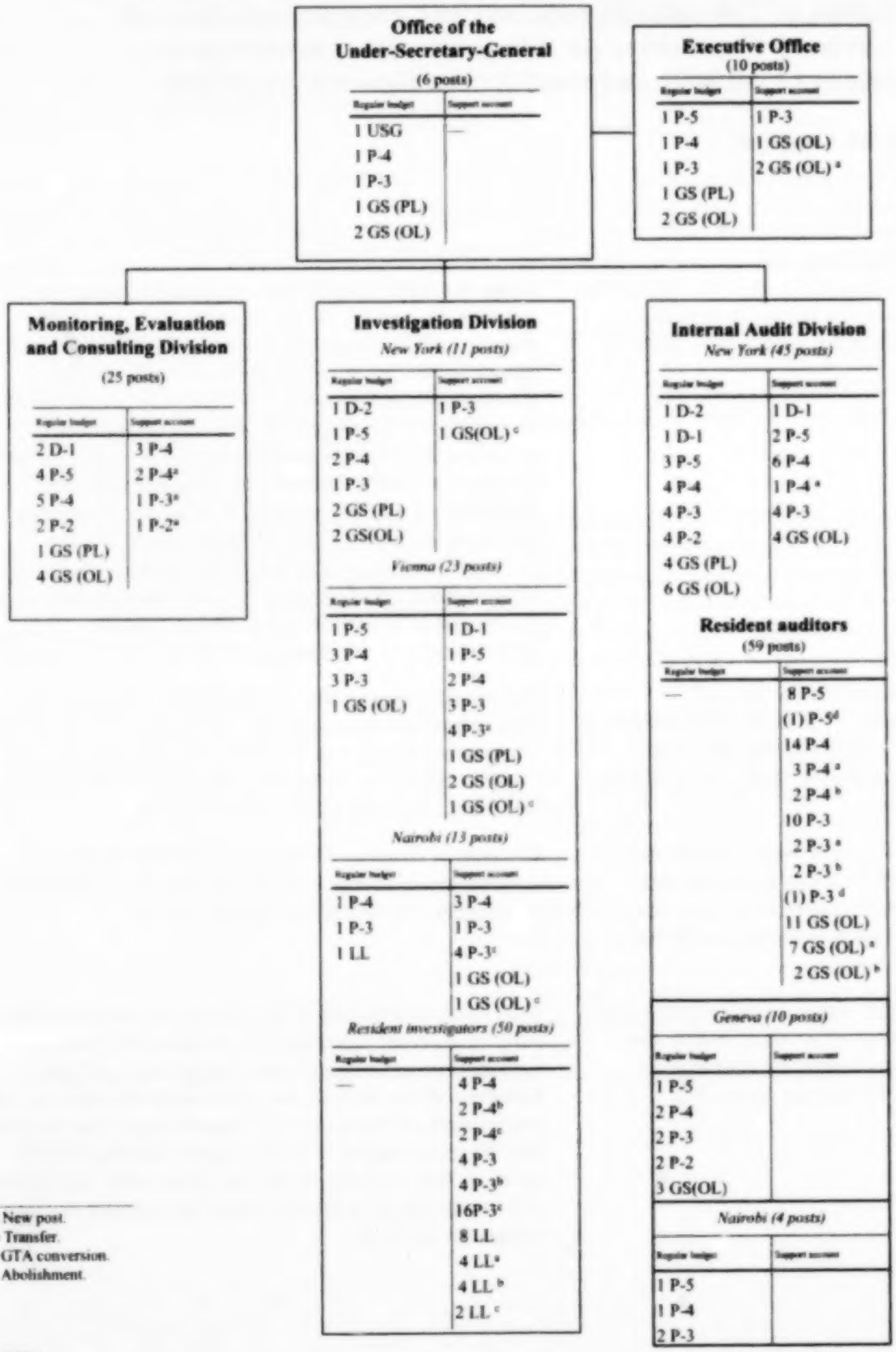
[a] New post.

nnex IV

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2007 to 30 June 2008



Office of the Under-Secretary-General
(6 posts)

Regular budget	Support account
1 USG	—
1 P-4	
1 P-3	
1 GS (PL)	
2 GS (OL)	

Executive Office
(10 posts)

Regular budget	Support account
1 P-5	1 P-3
1 P-4	1 GS (OL)
1 P-3	2 GS (OL)[a]
1 GS (PL)	
2 GS (OL)	

Monitoring, Evaluation and Consulting Division
(25 posts)

Regular budget	Support account
2 D-1	3 P-4
4 P-5	2 P-4[a]
5 P-4	1 P-3[a]
2 P-2	1 P-2[a]
1 GS (PL)	
4 GS (OL)	

Investigation Division

New York (11 posts)

Regular budget	Support account
1 D-2	1 P-3
1 P-5	1 GS(OL)[c]
2 P-4	
1 P-3	
2 GS (PL)	
2 GS(OL)	

Vienna (23 posts)

Regular budget	Support account
1 P-5	1 D-1
3 P-4	1 P-5
3 P-3	2 P-4
1 GS (OL)	3 P-3
	4 P-3[c]
	1 GS (PL)
	2 GS (OL)
	1 GS (OL)[c]

Nairobi (13 posts)

Regular budget	Support account
1 P-4	3 P-4
1 P-3	1 P-3
1 LL	4 P-3[c]
	1 GS (OL)
	1 GS (OL)[c]

Resident investigators (50 posts)

Regular budget	Support account
—	4 P-4
	2 P-4[b]
	2 P-4[c]
	4 P-3
	4 P-3[b]
	16P-3[c]
	8 LL
	4 LL[a]
	4 LL[b]
	2 LL[c]

Internal Audit Division

New York (45 posts)

Regular budget	Support account
1 D-2	1 D-1
1 D-1	2 P-5
3 P-5	6 P-4
4 P-4	1 P-4[a]
4 P-3	4 P-3
4 P-2	4 GS (OL)
4 GS (PL)	
6 GS (OL)	

Resident auditors
(59 posts)

Regular budget	Support account
—	8 P-5
	(1) P-5[d]
	14 P-4
	3 P-4[a]
	2 P-4[b]
	10 P-3
	2 P-3[a]
	2 P-3[b]
	(1) P-3[d]
	11 GS (OL)
	7 GS (OL)[a]
	2 GS (OL)[b]

Geneva (10 posts)

Regular budget	Support account
1 P-5	
2 P-4	
2 P-3	
2 P-2	
3 GS(OL)	

Nairobi (4 posts)

Regular budget	Support account
1 P-5	
1 P-4	
2 P-3	

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a New post.
b Transfer.
[c] GTA conversion.
[d] Abolishment.

Annex V

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 60/268 and the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/60/807) endorsed by the General Assembly

A. General Assembly

(Resolution 60/268)

Request/recommendation	*Action taken to implement request/recommendation*
Report on the functioning of the post of Chief of the Integrated Training Service (ITS) (D-1) in the Department of Peacekeeping Operations (para. 7).	Under the leadership of the acting Chief, during the recruitment process for the Chief of Service, ITS has made significant progress in a number of key areas. In particular, strong progress has been made on the development and delivery of training for senior missions leaders (in cooperation with Member States); the provision of predeployment induction training for new civilian field staff; additions to, review and issue of standardized training modules to Member States; the development and delivery of standardized training packages for police- and troop-contributing countries; the development of training policies; mainstreaming of gender issues in all training products; and the establishment of the Training Delivery Section at UNLB.
Rejustify the requirement for the post of Environmental Engineer (P-3) in the Department of Peacekeeping Operations in the support account budget for the financial period from 1 July 2007 to 30 June 2008 (para. 9).	The requirement for the Environmental Engineer has been rejustified in the context of the presentation of the Engineering Section in the Specialist Support Service, Logistics Division of the Department of Field Support (see paras. 481-483 of the present report).
Rejustify the requirement for the post of Security Coordinator Officer (P-4) in the Department of Safety and Security in the support account budget for the financial period from 1 July 2007 to 30 June 2008 (para. 10).	The post of Security Coordinator Officer (P-4) in the Department of Safety and Security has been rejustified in paragraphs 938-942 of the present report.
Report on the requested comprehensive analysis of the evolution of the support account, within the context of the Secretary-General's next budget proposal for the support account (para. 13).	The requested analysis of the support account has been done by external consultants in cooperation with all departments and offices under the support account. However, in the light of the proposed restructuring of the Department of Peacekeeping Operations, it was decided that the presentation of a new support account model based on that analysis, would be postponed. The model will be presented in the context of the support account budget for 2008/09.

quest/recommendation	*Action taken to implement request/recommendation*
clude a trend analysis comparing the requested vel of resources with the approved resource levels the previous five financial years when proposing sources for consultancies and provide applementary information with full justification for l consultancies, including information on why the pertise is not available within the Organization ara. 16).	The trend analysis has been included in the introduction to the present report (chap. I.C, para. 25). Full justification for all consultancies has been provided where appropriate in the present report.
eport on the efforts of the Office of Internal versight Services towards refining the methodology r allocating resident auditors, taking also into count the risks and complexity of the operation of dividual peacekeeping operations (para. 17).	The review of the methodology for the allocation of resident auditors has been included as the annex to part II of the report of the Office of Internal Oversight Services on peacekeeping operations (A/61/264 (Part II)).
eport on the efforts made in support of African nion capacity-building, taking into account the nctions and contributions to be provided by the nited Nations, its funds, programmes and agencies d all external partners, including the efforts made avoid duplication and overlap (para. 18).	A comprehensive report on the implementation of the 10-year capacity-building programme for the African Union is being finalized and will be submitted for consideration by the General Assembly in May 2007.
laborate on the relationship between the Senior eview Group and the proposed senior leadership view group in the Department of Peacekeeping perations within the context of human resources anagement (para. 19).	As outlined in ST/SGB/2005/4, the Senior Review Group is a standing advisory body instituted to make recommendations to the Secretary-General for the appointment and promotion to posts at the D-2 level within Headquarters. The proposed Senior Leadership Review Group of the Department of Peacekeeping Operations is essentially a succession planning mechanism to comprehensively manage leadership positions in peacekeeping operations. It will attempt to look at leadership teams across functions (not strictly at certain levels or for individual appointments), including such positions as Special Representative of the Secretary-General, Deputy Special Representative of the Secretary-General, Chief of Staff, Force Commander and Police Commissioner. The Senior Leadership Review Group will review appointments on a regular basis for the purposes of making recommendations to the Secretary-General on appointments, extensions, rotations and succession planning for senior staff serving in the field.

B. Advisory Committee on Administrative and Budgetary Questions

(A/60/807)

Request/recommendation	*Action taken to implement request/recommendation*
General considerations	
As support account posts are of a temporary nature, the need for them must be reviewed in terms of evolving requirements, and the presentation of support account requirements must justify the "totality" of resources rather than just any increase proposed. Furthermore, proposals for increases in support account requirements should take into account an assessment of the management processes involved at Headquarters and in the missions themselves, in accordance with paragraph 6, section IV, of General Assembly resolution 59/296. The effectiveness and efficiency of the management processes should be regularly reviewed and assessed in order to identify what efficiency gains have been achieved and what further gains are possible through streamlining and improved methods, before additional resources are requested. This assessment should embrace the units funded through the support account and their functional counterparts in the missions and, if applicable, other field entities of the United Nations, while seeking to identify means to streamline and simplify procedures, with a view to achieving economies in requirements for both human and other resources (para. 6).	The requirement for all posts requested in the present report have been carefully analysed in accordance with the recommendation of ACABQ.
The Advisory Committee was of the view that an analysis of the support account was needed along the lines of what was described in its previous report and that the Board was an appropriate entity to undertake that work. The Committee reiterated its request to the Board to conduct an analysis of the support account for peacekeeping operations (paras. 8 and 9).	External consultants in cooperation with all departments and offices under the support account have conducted the requested analysis. In the light of the proposed restructuring of the Department of Peacekeeping Operations, it was decided to postpone the presentation of a new model. The model will be presented in the support account budget for 2008/09.
An analysis should be undertaken of whether funds expended on consultancy represent the best use of financial resources, taking into account the provisions of General Assembly resolution 53/221 and administrative instruction ST/AI/1999/7 on consultants and individual contractors (para. 12).	An individual analysis of all presented consultancy requirements has been undertaken by both programme managers and the Peacekeeping Financing Division in the course of the 2007/08 support account budget process.

nnex VI

Information technology applications contained in the proposed budget for the period from 1 July 2007 to 30 June 2008

lication	Description	Department/office	Cost (thousands of United States dollars) Staff	GTA	Consultants	IT	Other	Total
man resources ormation hnology: talent nagement tem	The new e-staffing tool/talent management system will replace Galaxy and other legacy systems. It will process recruitment for vacancies in the Secretariat, including DPKO and its field missions. It will also support recruitment for interns, volunteers, junior professional officers and national competitive examination candidates.	OSD/OHRM/DM		15.6	450.0	427.5		**893.1**
		ICTD/ISS/DFS						**3 427.6**
		IT consultants				2 421.4		
		IT equipment				814.0		
		Training/travel					192.2	
erprise budget lication (EBA)	Support for the design, building, testing, deployment and post-implementation stage of EBA software.	PFD/OPPBA/DM		199.5	1 150.0	84.0		**1 433.5**
		ITSD/OCSS/DM		327.2			16.0	**343.2**
ited Nations sez-passer tem	The proposed United Nations laissez-passer system will help the management of requests for issuance or extension of validity of United Nations laissez-passer. It will cover the entire workflow and security requirements from the moment a request is raised until the service is completed.	ITSD/OCSS/DM						**593.1**
		Development		254.9	198.8		27.3	
		Training/travel			52.3		59.8	
		TTS/OCSS/DM					245.0	**245.0**
work support	In order to facilitate 24/7 availability of these vital communications links, network support will be undertaken using a layered approach to provide tier 1 and tier 2 support.	ICTD/ISS/DFS				942.5		**942.5**
el management tem	The fuel management system will enable the automation, management and monitoring of fuel in field missions. The system will optimize DPKO's fuel management capacity and mitigate wastage and loss by enhancing control and visibility. The system will also facilitate effective review of the performance of vendors as well as their compliance with contracts.	ICTD/ISS/DFS						**2 375.0**
		IT consultants				1 400.0		
		IT equipment				975.0		

			Cost (thousands of United States dollars)					
Application	*Description*	*Department/office*	*Staff*	*GTA*	*Consultants*	*IT*	*Other*	***Total***
Disaster recovery and business continuity support	Coordination and monitoring of the services required to enable the continued management and operation of DPKO global disaster recovery and business continuance (DRBC) architecture and systems and coordination of server and network infrastructure requirements, configuration and establishment of documentation for implemented systems, including day-to-day operational support, operation of the DRBC infrastructure, within the Department, maintaining flexible support for changing departmental DRBC requirements and monitoring of DRBC systems.	ICTD/ISS/DFS				715.0		**715.0**
Help desk support	Continued 24/7 global help desk to support DPKO Headquarters and field ICT operations, including information exchange for its critical systems.	ICTD/ISS/DFS				1 235.0		**1 235.0**
Galaxy, tier 1, 2 and 3 support and maintenance	The continued operation, maintenance and support of the Galaxy system is essential to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner.	ICTD/ISS/DFS				650.0		**650.0**
Computer-based training system	ITS will establish a series of five flexible computer-based training modules, which will be designed to be usable on stand-alone computers over the Internet and DPKO networks.	ICTD/ISS/DFS				275.0		**275.0**